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ABSTRACT

A 1977 study in Clinton County, New York, investigated collaboration among human service agencies in the delivery of services and amenities to rural citizens. A major assumption was that agencies working together would be more effective in meeting local needs. Thirty public, private, and non-profit agencies were chosen based on their supposed interest in a rural transportation network. The highest ranking administrator plus 1 or 2 other professionals or board members from each agency made up the sample (n=57). Interviews were held with the sample regarding themselves and their agencies and a questionnaire was mailed to them requesting views of each of the other 29 agencies in terms of agency interaction. A Guttman Scale construction provided characteristics of agencies having high interaction scores. Over 70 people attended a day-long workshop which communicated results and planned for future inter-agency collaboration activities. Since participating agencies wanted additional feedback, 28 individual agency sessions of 1 1/2 to 2 hours were conducted in the fall of 1978. An evaluation at the session showed agency personnel wanted to increase communications internally with staff and staff/board members in terms of daily activities and long-range program planning. Scripts for two audio-visual programs plus six appendices of agency and workshop materials comprise the bulk of the document. (BRR)

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THE MESSAGE TRANSFERRED

A Record of Data Feedback Procedures to Interested Agency Clienteles and County Citizens as Part of the Human Service Agencies' Collaboration in the Delivery of Services and Amenities to Rural Citizens in Clinton County, New York

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1979

in collaboration with:

Council of Community Services
Plattsburgh and Clinton County

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Peter Gore, Associate Professor of Environmental Science at SUNY Plattsburgh and Adjunct Associate Professor of Rural Sociology at Cornell assisted with the planning of the study and consulted on the data analysis.

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INTRODUCTION

Improvements in the quality of life in isolated rural areas of America appear to be directly related to the delivery of services and amenities in these regions; however, increased federal, state and local allocations as well as private dollars for the wide range of necessary and desirable services and amenities are not keeping up with the rapidly spiraling costs for such human services both in terms of particular needs (usually professional) and the delivery mechanisms best able to provide them (mobile units, satellite centers, added staff). The question, then, seems to be one of how to improve existing service delivery mechanisms in order to reach more consumers through established agencies, organizations, and programs. Given the wide array of programs available to the public, the fragmented nature of their delivery, and the burgeoning costs of services and amenities, attempts to improve delivery must focus on comprehensive planning, and on techniques for increased interagency cooperation.

Dr. Helen Nelson and Dr. Jane Gore began a research study in 1977, in Clinton County, New York, which investigated collaboration among human service agencies in the delivery of services and amenities to rural citizens. A major assumption of the research was that agencies working together would be more effective in meeting local needs. Thirty public, private, and non-profit agencies were chosen for the interagency collaboration study based on their supposed interest in a rural transportation network. The agencies varied considerably in purpose, size, budgets, personnel, and administrative structures.

Research Procedure

The highest ranking administrator plus one or two other professionals or board members from each agency made up the sample (N=57). Individual interviews were conducted with each respondent about agency background information, goals, internal structure, and perceived interagency cooperation in the county. Simultaneously, a questionnaire was mailed to each respondent asking him/her to judge each of the other 29 agencies in the sample on a series of 22 agency interaction questions listed in hierarchical order.

From responses to the interaction questions, a Guttman Scale was constructed. To find out how agencies ranking high on the Agency Interaction Guttman Scale differed from the other groups, the gamma statistic was used as a measure of association between ranks on the Scale and ranks on other selected variables from the Interview Schedule. The following variables were significantly related to high interaction scores on the Guttman Scale:

- goals were specific and available; agency offered a variety of services and programs as opposed to a few services or single ones;
- agency was relatively young--established within last 10 years;
- agency required by statute to establish linkages with other groups;
- agency has charts depicting organizational structure;
- decentralized authority within the agency to make daily program decisions;
- agency professionals attend monthly meetings outside the organization with people from other groups;
- agency personnel rate other agency personnel in sample high on cooperation.

Implications of the study appeared to:

- provide topics for community level workshops to investigate interagency cooperative approaches for solving local problems;
- suggest clues helpful in identifying groups most likely to participate in interagency projects;
- outline agency internal structures which might encourage more interaction with other groups.

(Appendix A contains an abstract of the research findings.)

DATA OUTREACH - WORKSHOP

As a follow-up to the proposed implications from the research findings, a major effort was launched to communicate study results to local agency personnel, county decision-makers, and interested citizens.

A day-long workshop on interagency collaboration and interaction was planned and implemented. Over 150 personal invitations were mailed to all respondents in the research study, other appropriate human service agency personnel, representatives of county government, United Way Board members, and interested college faculty members (see Appendix A for list of invitees). In addition, press releases extended invitations to the community at large. Over seventy people attended the day-long workshop.

The workshop covered three major areas:

1. seminar on Interagency Collaboration in the Delivery of Human Services in a Rural Area,
2. results of the Interagency Collaboration study in Clinton County, New York,
3. audience participation in planning for future interagency collaboration activities.

Dr. Harold Capener, Professor of Rural Sociology, from the New York State College of Agriculture and Life Sciences at Cornell University, delivered the Key Note Address on Interagency Collaboration (see Appendix B for a copy of his handouts).

The feedback session about the Clinton County Interagency Cooperation Research study was conducted by Dr. Jane Gore, Assistant Professor of Home Economics, SUNY-Plattsburgh. Background information about the research problem, research methodology, data collection procedures, findings and implications were highlighted. Handouts were part of the presentation (see Appendix C for copies of those handouts). The workshop was concluded with an audience discussion chaired by Ms. Katherine Felty, Director, Council of Community Services.

A summary of this discussion suggested that the local human service agencies, who participated in the research study, would like additional in-depth feedback about how they were perceived by others as interactors and collaborators in the delivery of human services and amenities. They also requested help in general toward improving interagency collaboration.

At the end of the workshop a one-page evaluation form was distributed to each participant. Forty-eight questionnaires were returned in useable form with the following results:

- The workshop turned out to be what they expected, and
- they said they learned something new about interagency interaction.

More specifically, they said they learned how vitally important "communications" are for positive agency interaction. Some admitted they were still puzzled as to what to do about personnel cooperation or the lack of it at the agency level. In terms of follow-up sessions/workshops, they requested more sessions about interagency cooperation - particularly small group sessions. (Appendix D contains specific evaluation results.)

DATA OUTREACH - INDIVIDUAL AGENCY MEETINGS

As a result of the all-day workshop about agency interaction and collaboration, individual agency feedback sessions were planned for Fall, 1978. In order to make these sessions as meaningful as possible for agency personnel, pertinent findings were tabulated from the original research and assembled as a series of blue overlays for an over-head projector, comparative graphs and charts were prepared and duplicated, and individual agency profiles were put together. Examples of these materials are found in Appendix E. Specifically, these graphics were designed with the following purposes in mind.

1. The first set of overlays displayed responses to the question, "Do you operate programs/activities jointly with other organizations/agencies?" Answers were aggregated around four general responses: Community Action, Planning, Outreach, and Education. Individual agency answers were listed around one of the four topics. The overlay allowed respondents to see which agencies classified themselves in similar aggregates, and could be helpful for planning future collaborative efforts, who to invite to meetings about a collaborative "outreach" project, for example.

2. The second overlay showed which groups were mandated either by statute or by program guidelines to establish linkages (working relationships) with other organizations/agencies. These responses, too, were aggregated around clusters of agencies. The point of this overlay was to show with which clusters of agencies, individual groups saw themselves working.

3. A third overlay in this three-part series laid out answers to the question "With what other Organizations would you like to Establish Working Relationships?" Again responses were aggregated around clusters of agencies such as health services, educational groups and planning organizations. The objective of this overlay was to help individual groups identify others who saw themselves wanting to work more with the same cluster. It is assumed this information would be useful in stimulating future collaborative endeavors.

4. A fourth data feedback device was a chart displaying agency directors' responses to a general question about how much cooperation there is generally in this region among organizations. The agency being conferred with was shown its answer on a scale of 1 (high) to 5 (low) in relation to the other twenty-seven agencies' responses to the question. The chart helped to show a respondent's feelings about overall cooperation and whether its attitude fell in the majority or minority of answers.

5. & 6. The fifth and sixth items were a copy of and an explanation of the Guttman Scale developed from the research findings. A verbal explanation of the scale construction was given to the conferees along with identification of where that specific agency ranked on the scale.

7. The seventh item in the data feedback package included twenty selected questions from the original research questionnaires. Marginal responses from the 57 interviewees to each item were noted as well as the responses for the agency being conferred with. It was assumed that agency personnel would like to see their individual responses to these selected questions in relation to the sample answers as a whole.

The remaining feedback materials consisted of four data sets which were developed into overlay series. These overlays were designed to show communication patterns (or lack of) among agencies in this research sample.

The first set dealt with perceived sharing or lack of sharing of information about programs or activities with other groups. The agency being conferred with was displayed in the middle of a wheel with arrows going out to the other 29 groups it saw itself sharing information with. Simultaneously, arrows were drawn in to the center agency from groups who perceived themselves sharing information with the agency being focused on. The interesting finding here was the double-headed arrows or perceived two-way communications taking place.

The second data set was displayed like the first and addressed the question of the center agency head reporting sending referrals to other groups and, likewise, the center agency head reporting receiving referrals from other agencies in this research sample.

The third data set was very similar to the second with arrows going out to other groups whom the center agency head reported sending referrals, but the arrows coming in to the center reflected the other groups' perceptions of receiving those referrals.

The last set of overlays dealt with the issue of overlapping boards. The center agency head reported overlapping board members with other groups on the wheel, and simultaneously, the agency heads on the wheel reported overlapping board members with the center agency.

All thirty of the groups in the original research sample were contacted about a data feedback session which could last as long as two hours. Ninety percent (28) of the agencies responded by scheduling the lengthy session. In actuality, most of the conferences lasted one to one and one-half hours, and agency directors were invited to include staff, board members, or others with whom they wished to share the research findings.

From all indications, the feedback sessions were accepted in a positive manner. A one-page evaluation was prepared as part of the session and all participants were asked to complete it at the end of the appointment. (A summary of the evaluation is in Appendix F.) In general, results of this assessment pointed out agency personnel understanding of:

- the importance of agency interaction in the delivery of goods and services;
- the need for increased communication among agencies and between agencies and their target populations;
- increased collaboration might reduce duplication of efforts on the part of human service agencies; and
- the need for follow up of agency referrals in order to develop stronger collaborative efforts in the delivery of services and amenities.

It was particularly interesting to note what agency personnel said they would do differently as a result of the information gathered from the feedback about the interagency collaboration research. Primarily, they said they wanted to increase agency communications internally with staff and staff/board members in terms of daily activities and long-range program planning. They mentioned wanting to increase interagency communications especially about referrals and what happens to them. In addition, agency personnel appeared to see the importance for definite, on-going public relations to keep the general citizenry acquainted with their agency goals and programs. Table One is a summary of specific agency responses to this question. In terms of how the feedback was conducted, the participants commented on:

- how informative the blue overlays and agency profiles were;
- the importance of repeating the feedback sessions for advisory groups and board members;
- the positive value of future interagency collaboration seminars; and
- the need for possibly repeating the research with a larger sample.

TABLE 1

WHAT HAVE YOU DONE DIFFERENTLY OR PLAN TO DO DIFFERENTLY IN YOUR AGENCY AS A RESULT OF INFORMATION GAINED FROM THE VALCOUR WORKSHOP AND/OR THIS FEEDBACK SESSION?

	Increase Internal Communications				Increase External Communications						
Agency	Will discuss these results with staff and/or Board	Would like to use feedback materials with staff and/or Board	Will direct more staff to be more involved in interagency interaction		Improve specific program information	Must improve communications about referrals	Will continue to plan more interagency activities	Must improve our general public relations program	Must expand contacts with groups not communicating with	Will start newsletter and/or expand and update mailing list	Will expand cooperative efforts to specifically named groups
CFS Library System	X						X	X	X	X	
Catholic Charities	X										
Cooperative Extension	X										
Mental Health Association						X					
Downtown Merchants								X			
Office for Aging									X		
I.C.E.O.					X			X		X	
CDC's						X					
Senior Citizens Council											X
Public Health Department	X				X						
RSVP								X			
Council Community Services							X				
Department of Social Services			X								
Mental Health Clinic						X					

CONCLUSIONS

Results of this extensive data feedback effort point out the enormous time and effort necessary for compiling research findings into understandable packages for use by the target audience. The results also show that professionals responsible for program delivery are, in fact, interested in learning about improved ways for increasing interagency collaboration particularly when these professionals are dealt with in small groups and on an individual agency basis. The findings of the questionnaire assessing the data feedback phase indicate strongly that without this specific effort placed on outreach and interpretation of the data, far less utilization of the research results would have taken place.

A wealth of information about Clinton County and local human service agencies has been accumulated through the Title V Rural Development Program; the feedback materials prepared by the Interagency Collaboration Research are yet another useful addition. With the compliation of these materials and the previously assembled Access to Service Research results along with services and amenities, continuing progress can be made in Clinton County to improve the access to essential services by rural people.

POSTSCRIPT - RESEARCH TO ACTION

Since this research was begun and the data feedback procedures set in motion, several critical interagency projects in Clinton County, New York, have been launched. This researcher has either been actively involved in the projects or has been asked to participate as a member of an advisory group for the different programs.

a) During the Fall 1979, the Clinton County Legislature passed a Resolution formally supporting a Rural Transportation System. The first discussions about a rural transportation network began as a basis for this research, and a voluntary task force has continued to work diligently during the last eighteen months on plans for such a transportation system.

b) During the Summer 1979, members of the United Way Board and Board Members from the Council of Community Services began discussions about the feasibility for numerous human service agencies to share space, typing pools, copying machines, group buying of supplies, and group insurance programs.

c) During the Spring 1979, the County Office for the Aging has requested that the Council of Community Services organize a Home Health Care Coordinating Council whereby all agencies directly involved in providing health care of one kind or another for Senior Citizens meet regularly to review on-going programs and collaborative plans for future activities--This group has been expanded recently to include "services for the elderly."

d) The Rural Development Program in cooperation with the County Office for the Aging is in the process of developing a toll-free service delivery phone network. The future success of this project will depend on the interaction among numerous agencies, groups, and organizations providing services and amenities in Clinton County, New York.

AUDIO SCRIPT FOR VIDEO TAPE ABOUT INTERAGENCY COLLABORATION IN THE DELIVERY OF SERVICES

INTRODUCTION

Improvement of the quality of life in isolated rural areas of America appears likely to be related to the delivery of services and amenities in these regions. Increased federal, state, and local allocations as well as private dollars for the wide range of necessary services and amenities are not keeping up with the rapidly spiraling costs of such human services.

Human services often mean professional services such as those offered in hospitals, law offices, offices for the aging, or by the Social Security Administration.

Delivery mechanisms for these services vary from centralized offices --- to outreach centers --- to mobile units.

The question, then, seems to be one of how to improve existing service delivery mechanisms in order to reach more consumers through established agencies, organizations, and programs.

"Doing More with Less" is the phrase repeated nationally in the human service business --- particularly by such groups as community-based United Way boards. But "HOW" do they do it? The result appears to be a need for additional emphasis placed on interagency collaboration in service delivery. "STRENGTHEN BY CONSOLIDATION" is one proposed solution whereby agencies can have more impact by cooperating on common goals and methods.

Given the wide array of programs available to the public, the fragmented nature of their delivery, and the burgeoning costs of these services and amenities, attempts to improve delivery must focus on comprehensive planning and on techniques for increased interagency collaboration.

INTERAGENCY COLLABORATION: WHAT IS IT?

As some social scientists have observed, "THE GROUND IS IN MOTION." By this we mean that under today's conditions there is much evidence to support the conclusion that no organization, however many resources it may have at its disposal, can achieve its objectives working solely on its own. Achievement of significant ends, viewed from both the perspective of the organization and from that of the community, requires collaboration.

Despite all of the efforts at cooperation to date, including the growing body of evidence as to their effectiveness, the actions of a single organization, incomplete as they may be, are still seen by many to be more satisfying than joint actions. The time demanded to work through the trade offs, the compromises -- and the achievement of consensus is incredible. Sometimes it appears that the invitation to participate in a joint session is indeed an invitation to failure.

What, then, seem to be some restraining forces and blocks for collaboration: First, the organization SETTING itself is one restraining force.

By this we mean there is usually a climate of competition, conflict, distrust, and suspicion. Often professionals express feelings of competition for funds, people, leadership, and power. And there is nearly always concern about survival or loss of organizational identity.

Second, there normally is a lack of CLARITY IN THE GOALS of cooperative ventures, or a serious failure to clarify the field or the problem on which there is to be collaboration. In other words, there is confusion as to who is to be served.

Third, there is often too much concern over AUTHORITY and CONTROL.

Fourth, there is evidence of interest about whether GAINS for OUR organization will be as great as the costs.

Fifth, there is often anxiety about lack of organization commitment on the part of others including concern about collaboration as a HIGH RISK VENTURE -- that is, will it be an invitation to share failure?

Sixth, almost always there are poor COMMUNICATIONS among the groups involved.

Seventh, often collaborative efforts result in greater than anticipated TIME DEMANDS.

Eighth, unwise use of PRESSURE OR CLOUT to force collaboration is sometimes another restraint.

Ninth, periodically there is a tendency for collaborative or umbrella groups to ABSORB member organizations.

And tenth, a serious difficulty results from INADEQUATE MEANS OF ASSESSING IMPACT OF COLLABORATIVE ACTIVITIES. No valid and reliable evaluation is planned in advance for measuring impact and then implemented as the cooperative venture is in progress.

We've just reviewed the limitations to collaboration. Let's now look at examples of collaborative ventures. We have found there are different levels or intensities of collaboration. First we'll look at low levels of collaboration. These include the following examples:

1. awareness of other organization or organizations
2. acquaintance with director or directors and staff
3. acquaintance with programs and activities
4. unplanned communication between or among staffs and board members
5. unplanned personal interaction
6. limited exchange of program information
7. membership on interagency councils

Moderate levels of collaboration would include examples of the following items:

8. planned specific sharing of information
9. deliberate, planned exchange and interaction among staffs

10. exchange of personnel, resources, materials, and technical assistance
11. planned participation on programs initiated by other groups
12. provide funds, source of funds, and sponsorship of other groups

And now, here are examples of high levels of interaction:

13. joint planning/initiation of projects/coalitions
14. joint use of staff; staff training and development
15. joint development of budgets/ use of funds
16. planned overlapping of boards; joint setting of policies
17. planned collaboration supported by jointly determined policies, agreements
18. joint implementation of a plan for comprehensive services.

It should be clear that this list is a summary drawn from experience and research. For our purposes, it provides a perspective on the range of collaboration from low level to high level. It should help us formulate specific guidelines for achieving the level of collaboration that is seen to be appropriate in working with other organizations.

HOW TO DO IT

Given the wide array of services available to the public and the fragmented nature of their delivery, attempts to improve delivery must focus on comprehensive planning with special emphasis on interorganizational collaboration and techniques for improving the cooperative programs.

An important building block and one that is necessary for interagency coordination where two or more organizations work together to achieve an inclusive goal is agency interaction. Interaction refers to a wide range of contacts among organizations.

Interaction between organizations may develop for a variety of reasons. Units may work together to avoid duplication of effort, to minimize conflict, or to coordinate areas of common interest. Interaction is sometimes described in terms of organizational exchange. This "exchange" is a voluntary activity between two organizations that has consequences for their respective goals and objectives.

Exchanges may include the flow of information, products, services, personnel, or other elements between units.

Interaction begins with two or more groups deciding to combine efforts to bring about a desired product or service. An example of this interaction is a community college and a mental health group interacting to sponsor a workshop on "Counseling Children of Divorced Parents." Other groups and agencies are also invited to participate by contributing personnel, meeting space, and publicity. All groups involved share in receiving credit for the success of the event, and the community at large benefits from a specialized event which most likely no one group could have sponsored alone.

Let's back up a moment. Just exactly what are the specific steps necessary to involve a variety of groups and agencies in a collaborative effort?

Interaction and Exchange are the underlining foundation for collaboration, but how does one go about encouraging more efforts of actual collaboration?

As a first step in interagency collaboration administrators responsible for developing interagency systems need to list groups in their area fields.

Identification of relevant groups might be accomplished by listing all organizations that have important resources, related programs, or staff with needed expertise.

Sometimes these lists have already been prepared by coordinating groups in a community or region.

If not, then agency personnel communicate with other agency personnel to acquire accurate information about services that each group offers, to whom these services go, and the costs of beginning interagency interaction.

A second step could well involve some educational training such as workshops about interorganizational relations -- particularly aimed at small, less well-financed organizations to show how interagency programs do not necessarily draw off limited resources. In fact, they might make more resources available through special grants or other interagency funds. These smaller units can be shown that they have important resources to contribute in addition to staff time and finances. They might also provide for the use of facilities, equipment, and member or client support.

Some reasons why organizations resist involvement are a fear of loss of autonomy, loss of public recognition, or other direct costs. Program changes designed to reduce these impacts both in actuality and in perception may be needed.

As a third step, those responsible for interagency planning need to be aware of the so-called "power actors." These include organizations which are most central to the development process, those whose role and operations are most likely to affect other units, and those organizations which because of their centrality have direct access to a large number of groups in the area. A fairly simple sociometric technique could be used to reveal central organizations, cliques or clusters, and isolates. Following this identification, efforts could then be directed toward working with the central organizations, developing new and possibly larger clusters, and trying to integrate the isolates.

An important concern to all organizations, the fourth step is detailing what benefits will flow from the interagency project. Benefits are present in all interagency programs, but they may not be recognized; or, more importantly, they may not be distributed in an equitable manner for the member agencies.

As a fifth step, some attention needs to be given to helping planners and other administrators understand that organizations have different expectations about interagency programs and that they have different requirements for participating. Clarification needs to be given to interagency goals, costs, division of labor, recognition, and authority. It is necessary, therefore, for interagency coordinators to clarify all of these dimensions -- as well as to discuss these concerns with prospective member agencies.

Likewise, as a sixth step, attention needs to be given to how to change the attitudes and opinions of administrators who do not hold positive views about interagency programs in instances where this is important.

Two additional important factors that influence an agency's willingness to participate in interorganizational activities are:

1) administrator's attitudes, values, and beliefs about interagency cooperation, and
2) characteristics of the organization's structure and processes.

Dr. Harold Capener, Cornell University Professor of Rural Sociology and an authority on organizational theory in the New York State College of Agriculture and Life Sciences, will elaborate upon these two points.

INTERAGENCY COLLABORATION-LEADERSHIP - H. CAPENER

There is a lot of renewed emphasis these days in terms of communities being able to solve and deal with their own problems, particularly those that have to do with the delivery of public services.

One thing that is important in terms of understanding the organizational patterns in communities is the fact that the problems they are dealing with tend to lie horizontally across the landscape. For example, youth programs, health programs -- those programs that have to do with different age groupings-not only deal with the youth and the middle-aged and the elderly, but deal with the different classes of society in the community and, therefore, tend to lie horizontally across the landscape.

Interestingly enough, organizations that are designed to solve these problems tend to lie vertically, that is they have a vertical kind of structure. These organizations have authority structures that cause them to intersect at a very small line of intersection. They can only take a small bite out of this broad perambulating kind of a problem. This small intersection creates what seems to me, some difficult problems in terms of what we might call the "care and feeding of organizations."

These vertically-structured organizations have one kind of a profile. If you identify what I call the "three C's" of organizations - what makes them give their life-sustenance systems - one of those is *Content*, namely what the organization has been mandated to do. The second one is *Clients*, people whom the organization is specifically designed to serve. The third is what we call *Credit*. The credit is what keeps them going in terms of renewals. And, there is a philosphical base that lies under all of this in terms of a vertical structure called a "Zero Sum Game".

Part of the problem with vertically structured groups is that organizations feel that if some other organization gets more credit, there is less left for them. Therefore, there is a good deal of competition or what we call "boundary maintenance" between organizations.

Another pattern of organizations, for contrast, is what we call horizontally-structured organizations. Examples of these in the community are those that would have to do with Community Chest, or have in their names a "council", "association", "board", "committee", "commission" or a "coalition". These kinds of organizations tend to be structured more horizontally. Their sustenance is built more on cooperation and correlation with each other.

These characteristics of the organizations then in terms of the philosophical base on which they operate make a great deal of difference in terms of the attitudes they bring to each other. I would suggest that at the community level we need to develop less of the vertical bureaucracy and more of the horizontal organizational patterning which has as its philosophical base more of an expansion-a developmental or sharing kind of a base to it. Close working or collaborative efforts are successful only when there is interaction and information flows. The more information that flow, the better an opportunity for organizations to be on top of, or in tune with issues and problems which allow them to be effective in bringing their resources to bear on the problems.

Too often, when people get together in committee sessions it's a puzzle as to which philosophy they come with, which philosophy they're bringing to bear on the issues at hand. It would be well for chairpersons of organizations to take little time to set the scene and the stage in terms of which is the organizational structure, which is the base that they are going to proceed from. I believe when they see that the benefit of all is going to be enhanced by working closely together, much more good can come from community efforts.

EXAMPLE: SENIOR CITIZEN HOUSING

An example of a successfully completed interagency project in one rural community is the development of a senior citizens' rural housing project. The project actively involved nearly a dozen different groups and required almost four years to complete. It began when a local citizens' group assisted by the township level community development center first did a needs assessment to ascertain local interest in, need for, and support of such a project.

A rural development research consultant was then asked to help prepare such a needs assessment device. The group had no money for mailing a questionnaire to the community's nearly 3,000 citizens, so they solicited the help of the privately-owned telephone company in the area which agreed to send the questionnaires free of charge with a monthly billing. Sufficient interest and support for the idea was shown through the return of completed questionnaires.

At that point, a group of people representing the community and the agencies involved incorporated themselves into a non-profit organization with a supervising board of directors and proceeded with developing the project. Personnel from the groups participating spent a great deal of time in regularly scheduled meetings developing the housing project proposal, applying for funds, meeting with architects, choosing a contractor, and consulting legal advisors in order to comply with the vast number of regulations required.

The going was not always easy and sometimes lack of progress discouraging, but nearly 4 years after the questionnaires were mailed out, 24 units of senior citizen housing were occupied. The project is self-supporting and a real asset to this small, isolated rural community located 20 miles from the central city -- but still close to a small shopping mall, post office, and medical center. The local seniors are proud and the agencies involved equally elated over an endeavor well done!

A PROBLEM AREA: RURAL TRANSPORTATION

Another facet of the rural development access to services project in Clinton County, New York, has been the completion of a rural transportation feasibility study.

The initial stimulus for this study came from the startling fact that individual commuters in the county were spending nearly $50,000 a day just getting to work. This doesn't even count other trips to shop or for medical care or for other reasons. In an area with high poverty and a dispersed rural population such as there is in Clinton County, New York, rural transportation then becomes a crucial problem. This is especially so when the price of gasoline is rapidly approaching - and in some cases has surpassed - one dollar a gallon. Among transportation providers in the county right now are the human service agencies. They own and operate a fleet of buses, vans, and private cars to transport clients to their offices at an annual cost well over $150,000.

With this much daily commuting going on as well as the need to transport clients to and from human service agencies, some sort of rural transportation system should have a ready market.

With the cooperation of the New York State Department of Transportation, private employers, Human Service Agencies, and the county government, just such a system is being proposed for Clinton County. Here is how it would work:

A number of 12-passenger vans would be purchased using an interest-free loan available from the federal government. Under a system known as vanpooling, commuters would come into work on routes that were pre-determined to be economically feasible with the driver being the last person on the route.

During the day, when the vans normally would just be parked at the factory, if a need arose to use a vehicle for transporting clients to an agency, a van would be made available to that agency on a per-mile charge basis.

This type of arrangement combines the best features of both a fixed-route system with guaranteed income -- the commuters -- and a demand type system without the high capital cost of vehicles that the human service agencies need.

Essentially, everybody wins with this combination -- the commuter cuts his get-to-work cost by a half or more, agencies can perform needed transportation at reasonable cost, and the van pool vehicles are more fully utilized.

It is hoped that within a year's time as many as 25 or 30 vans could be operating in the Clinton County system as a clear demonstration that agencies, private business and government can work together to solve a common problem.

SUMMARY

The assumptions we have made are that a) cooperative relations are good -- performance is thought to be higher -- and resources are used more efficiently when there is non-duplication of services; b) innovations are developed when organizations attempt to cooperate, and c) agreements and joint actions are the best ways to deal with the changing organizations in today's society.

Interaction among organizations is not predetermined. It emerges out of their relationships with each other in the community. The uncertainty -- the lack of clarity -- and the problems in the community can be reduced by organizations relating to each other in more deliberate ways. By doing this, different organizations could attain limited specific objectives or other objectives important enough to them to alter strongly entrenched practices.

AUDIO SCRIPT FOR SLIDE-TAPE SET ABOUT INTERAGENCY COLLABORATION

It's no secret that life in isolated rural areas can have its shortcomings. Many parts of rural America lack important human services, such as professional services offered by hospitals, legal clinics, Offices for the Aging, or the Social Security Administration. The prospects for improvement are not encouraging. Government and private funding for the wide range of needed services and amenities is not keeping up with spiralling costs. Efforts to improve human service delivery in the past have often resulted in a confusing array of programs and agencies, and a fragmented delivery system.

The question is how to do more with less. We need to increase the efficiency and effectiveness of estalbished agencies, organizations, and programs. We need to streamline service delivery and eliminate duplication of effort. But how?

One promising approach calls for more cooperation and collaboration between agencies involved in service delivery. There is a great deal of evidence to support the conclusion that no organization, however many resources it may have at its disposal, can achieve its objectives working solely on its own. By learning to work together, agencies and organizations can perform more effectively. They can cut duplication, and they are more likely

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* A copy of this slide set is available from:
-Jane Gore, Home Economics, SUNY, Plattsburgh
-Helen Nelson, Human Ecology, Cornell University

to develop innovations in service delivery. They can better handle changing conditions, and use existing resources more efficiently.

Of course, there's more than one kind of interagency collaboration. The degree of involvement or the formality of the process may vary. A lower level of collaboration might include awareness of other organizations in the field; acquaintance with the directors or staff of such organizations; acquaintance with their programs and activities; unplanned communication between or among staffs and board members; limited exchange of program information; and membership on interagency councils.

Moderate levels of collaboration might include planned sharing of specific information; deliberate, planned exchange of personnel, resources, materials, and technical assistance; planned participation in programs initiated by other groups; or funding and sponsorship of other groups.

Higher levels of collaboration could include joint planning and initiation of projects or coalitions; joint use of staff, and cooperation in staff training and development; joint development of budgets and sharing of funds; planned overlapping of boards; joint setting of policies; planned collaboration supported by jointly determined policies and agreements, or joint implementation of a plan for comprehensive services.

It becomes obvious that there are a few important processes underlying the various levels of collaboration. The most basic process is interaction, which includes the broad range of possible contacts between organizations and individuals. Exchange refers to the sharing of resources and information between agencies. Higher levels of collaboration involve deliberate planning. Joint action describes a process in which two or more agencies engage in extensive long-term collaborative efforts related to basic organizational goals and functions.

It might be helpful to look at some concrete examples of interagency collaboration. One such example, in a rural community in upper New York State, was the development of a senior citizens' rural housing project. The project actively involved nearly a dozen different groups and required almost four years to complete. It began when a local citizens' group, assisted by the township-level community development center, decided to do a needs assessment to determine local interest in such a project.

A rural development research consultant was asked to help. The group had no money for mailing a questionnaire to the community's nearly 3,000 citizens, so they solicited the help of the privately owned telephone company in the area. The company agreed to send the questionnaire free of charge with a monthly billing. Sufficient interest and support for the idea was shown through the return of completed questionnaires.

Next, a group of people representing the community and the various agencies involved incorporated themselves into a non-profit organization with a supervising board of directors and proceeded to develop the project. Among the cooperating organizations were town and county government, State and Federal Agencies, Cooperative

Extension, local non-profit groups, and private industry. Personnel from the participating groups spent a great deal of time in regularly scheduled meetings working together on the proposal, applying for funds, meeting with architects, choosing a contractor, and consulting legal advisors in order to comply with the vast number of regulations required.

The going was not always easy and sometimes lack of progress was discouraging. But finally, nearly four years after the questionnaires were mailed out, 24 units of senior citizens housing had been occupied. The project is now self-supporting and a real asset to the community. The local seniors are proud and the agencies involved are equally elated over a job well done.

Another example of interagency collaboration involves a plan to improve transportation services in Clinton County, New York. This rural county has a high level of poverty and a dispersed population. For many people in the area, getting to the doctor's office can be a big problem as well as a major expense.

Human service agencies in Clinton County are major transportation providers. They own and operate a fleet of buses, vans and private cars to transport clients to their offices, at an annual cost of well over $150,000. It is in their interest to collaborate in developing a rural transportation system which meets their needs as well as those of commuting residents.

With the cooperation of the New York State Department of Transportation, private employers, human service agencies, and the county government, just such a system is being proposed for Clinton County. The system would combine vanpooling with client transportation services, resulting in convenience and savings for all the participating individuals and organizations.

We've seen evidence and examples of the effectiveness of organizations working together. You may be asking yourself the question: "If interagency collaboration is such a good idea, why doesn't it happen more often?" Well, there may be some roadblocks in the way.

Often the attitudes of participants are a restraining factor. Professionals may feel as if they are in competition with other organizations for funds, support, and power. This can create a climate of conflict and distrust. Sometimes there is a tendency on the part of collaborative or umbrella groups to absorb or overshadow member organizations. If an organization fears loss of identity, they may not participate. Staff and leaders may be too worried about issues of authority and control. If pressure or clout is used unwisely to force collaboration, some people may resent it and refuse to cooperate.

Another roadblock may be lack of adequate communication among agencies. Participants may not clearly understand the goals, methods, or scope of the proposed activities. This lack of clarity can lead to confusion and conflict.

There is still another set of problems. Each organization, when deciding whether or not to participate, will be making its own calculation of the benefits and the costs of collaboration. If costs seem to be greater than benefits, the project may not get off the ground. In particular, the time demands of collaborative efforts may seem to be too great. If other agencies are seen as not committed or competent, collaboration may look too risky. If no evaluation of the impact of the project is planned, the organizations will be unable to calculate benefits and may be less willing to contribute.

Sometimes the agencies and organizations which must work together have different structures and philosophies. The agency which is created and funded to solve a particular set of problems most often has a vertical authority structure. Decisions are made at the top and passed down. The staff is more likely to feel as if there is only a limited amount of credit to go around, and if some other organization gets more, they get less. Organizations with a horizontal structure, such as citizens groups, committees, associations, and coalitions, are founded on a philosophy of sharing credit and making decisions collectively. When the two types of organizations try to work together, the differences in philosophy and decision-making styles can lead to misunderstanding and frustration.

In spite of all the roadblocks, cooperative efforts are possible and desirable. If you are careful, you can avoid many of the problems. There are some specific steps which you can take to initiate interagency collaboration, overcome resistance, and achieve common goals.

The first step should be to identify and list all organizations which have related programs, needed resources, or staff with relevant expertise. Sometimes such lists have already been prepared by coordinating groups in a community or region. If not, you will need to make contact with personnel in other agencies to get accurate information about the services that each group offers, their clientele, and the costs of beginning interagency interaction.

As a second step, those responsible for interagency planning need to become aware of the so-called "power actors." These include organizations which are most central to the community development process, those whose role and operations are most likely to affect other units, and those organizations which, because of their centrality, have direct access to a large number of groups in the area. A fairly simple sociometric technique could be used to reveal central organizations, cliques or clusters, and isolates. Efforts could then be made to work with the central organizations, develop new and possibly larger clusters, and integrate the isolates.

As a third step, you might try to involve the target organizations in educational training related to interorganizational relations. This would allow the benefits and costs of collaboration to be explored, and could help to establish a positive climate for cooperation.

The fourth step is to engage in discussions which will clarify the terms under which the cooperative effort will take place. Various organizations have different expectations about interagency programs and they have different requirements for participating. Goals and costs, and the division of labor, recognition, and authority should be clarified. You should give particular attention to presenting the benefits which will result from the cooperative effort for each member agency. If these benefits do not appear to be equitably distributed, conflicts can arise.

It cannot be stressed too often how important are the attitudes of participants. If administrators or influential individuals have negative views about interagency programs, they are likely to withhold valuable support. If participants approach the project with distrust or suspicion, progress will be difficult. If conflicts occur because of misunderstandings over goals or philosophies, it will be harder for people to work together effectively. If you take some time to anticipate these problems, understand them, and plan steps to alleviate them, you are much more likely to conclude a successful interagency program, and achieve your common goals.

APPENDIX A

ABSTRACT

"Interagency Cooperation - An Investigation of Human Service Agencies Collaboration in the Delivery of Services and Amenities to Rural Citizens in Clinton County, New York."

By: Dr. Jane S. Gore, Assistant Professor, Department of Home Economics, State University of New York at Plattsburgh

and

Dr. Helen Y. Nelson, Professor, Department of Community Service Education, College of Human Ecology, Cornell University

A major assumption of this research is that agencies working together will be more effective in meeting local needs. Thirty public, private, and private, non-profit agencies delivering services and amenities in Clinton County, New York, were chosen for an interagency collaboration study based on their supposed interest in a rural transportation network. The agencies varied considerably in purpose, size, budgets, personnel, and administrative structures.

The highest ranking administrator plus 1 or 2 other professionals or board members from each agency made up the sample (N=57). Individual interviews were conducted with each respondent about agency background information, goals, internal structure, and perceived interagency cooperation in the county. Simultaneously a questionnaire was mailed to

each respondent asking him/her to judge each of the other 29 agencies in the sample on a series of 22 agency interaction questions listed in hierarchical order. All data were collected during the summer 1977.

From responses to the interaction questions, a Guttman Scale was constructed. To find out how agencies ranking high on the Agency Interaction Guttman Scale differed from the other groups, the gamma statistic was used as a measure of association between ranks on the Scale and ranks on other selected variables from the Interview Schedule. The following variables were significantly related to high interaction scores on the Guttman Scale:

> Goals were specific and available; agency offered a variety of services and programs as opposed to a few services or single ones;
>
> Agency was relatively young--established within 10 years;
>
> Required by statute to establish linkages with other groups;
>
> Charts exist depicting organizational structure;
>
> Decentralized authority to make daily program decisions within the agency;
>
> Professionals attend monthly meetings outside agency with people from other organizations;
>
> Agency personnel rate other agency personnel in sample high on cooperation.

Implications of this study are:

Provide topics for community level workshops to investigate interagency cooperative approaches for solving local problems;

Suggest clues helpful in identifying groups most likely to participate in interagency projects;

Outline agency internal structures which might encourage more interaction with other groups.

Council of Community Services
of Plattsburgh and Clinton County
34 Brinkerhoff Street
Plattsburgh, New York 12901

June 7, 1978

Dear Participant:

Last summer you kindly participated in a research study about interagency cooperation in the delivery of human services in Clinton County. The results of this study have been tabulated and are now ready for distribution.

The Council of Community Services in Clinton County is co-sponsoring with Rural Development Research a workshop to report the findings of the study and to begin a program of interagency cooperation promotion. The program schedule is enclosed. The workshop will be held Wednesday, June 21, at the Valcour Educational Center.

We think this event could be an important step forward in improving the delivery of human services in the county and hope that you will be able to attend.

Please return the enclosed self-addressed envelope and reservation for this workshop no later than Wednesday, June 14th. A reservation is essential in planning for the complimentary luncheon. If you have questions, please call the Council office, 561-4441.

Thank you for your participation.

Sincerely,

RURAL DEVELOPMENT RESEARCH
Jane Gore
Jane Gore

COUNCIL OF COMMUNITY
SERVICES
Katherine Felty
Katherine Felty

Encls.

Council of Community Services
of Plattsburgh and Clinton County
34 Brinkerhoff Street
Plattsburgh, New York 12901

June 7, 1978

Dear Concerned Citizen:

We wish to invite you to a workshop to review a research study about interagency cooperation in the delivery of human services in Clinton County. The results of this study have been tabulated and are now ready for distribution.

The Council of Community Services in Clinton County is co-sponsoring with Rural Development Research a workshop to report the findings of the study and to begin a program of interagency cooperation promotion. The program schedule is enclosed. The workshop will be held Wednesday, June 21, at the Valcour Educational Center.

We think this event could be an important step forward in improving the delivery of human services in the county and hope that you will be able to attend.

Please return the enclosed self-addressed envelope and reservation for this workshop no later than Wednesday, June 14th. A reservation is essential in planning for the complimentary luncheon. If you have questions, please call the Council office, 561-4441.

Thank you for your participation.

Sincerely,

RURAL DEVELOPMENT RESEARCH

Jane Gore

Jane Gore

COUNCIL OF COMMUNITY SERVICES

Katherine Felty

enc.

Katherine Felty

AGENDA

Interagency Collaboration Workshop
Wednesday, June 21, 1978

Valcour Education Center — Route 9, Plattsburgh

9:00 - 9:15 A.M.	REGISTRATION MORNING COFFEE
9:15 - 9:30 A.M.	INTRODUCTION Ms Kathy Felty, Director Council of Community Services
9:30 - 11:45 A.M.	SEMINAR ON INTER-AGENCY COLLABORATION IN THE DELIVERY OF HUMAN SERVICES IN A RURAL AREA Dr. Harold Capener Professor, Rural Sociology, Cornell University Dr. Edward Moe USDA, Washington, D.C.
11:45 A.M. - 12:15 P.M.	AUDIENCE RESPONSE Discussion Leader: Dr. Paul Fiske, CRD Regional Extension Specialist. NYS Cooperative Extension
12:15 - 1:00 P.M.	LUNCHEON
1:00 - 2:30 P.M.	RESULTS OF INTERAGENCY COLLABORATION STUDY IN CLINTON COUNTY Dr. Jane Gore Assistant Professor, SUNY-Plattsburgh
2:30 - 3:00 P.M.	SUMMARY WHERE DO WE GO FROM HERE? Ms Kathy Felty, Director Council of Community Services

- DETACH -

_______________________ from _______________________
(name) (agency)

will attend the Interagency Collaboration Workshop Wednesday, June 21, at Valcour Education Center, Plattsburgh.

Please tear off this registration form and mail in enclosed envelope no later than June 14.! Thank you.

Council of Community Services
of Plattsburgh and Clinton County
34 **Brinkerhoff Street**
Plattsburgh, New York 12901

June 7, 1978

Plattsburgh--

NEWS RELEASE

Interagency Collaboration in the Delivery of Human Services in Clinton County will be the topic of a workshop Wednesday, June 21, ath the Valcour Educational Center, Rt. 9 South, Plattsburgh. The Council of Community Services of Plattsburgh and Clinton County is co-sponsoring the workshop with the Title V Rural Development Research Program from the Institute for Man and Environment, Miner Center, Chazy.

During the past year Rural Development Research has been involved in a project studying a sample of area agencies, organizations, and institutions and their interaction in the delivery of goods and services. The study is now complete and results ready for distribution. The workshop intends to report the funding, and to begin a program of inter-agency cooperation promotion.

The session will begin at 9:15 a.m. with an address titled, "Inter-Agency Collaboration in the Delivery of Human Services in a Rural Area," by Dr. Harold Capener, Professor, Rural Sociology, Cornell University. Dr. Jane Gore, Assistant Professor, Home Economics, SUNY-Plattsburgh, will highlight results of the Clinton County study during the afternoon meeting.

Any area citizen is welcome to attend. Pre-registration is required for workshop participation no later than June 14, and can be made through Kathy Felty at the Council of Community Services, 34 Brinkerhoff Street, Plattsburgh, or phone 561-4441.

For additional information
call 561-4441.

A United Way Agency

Press-Republican — Wednesday, June 14, 1978

Agency collaboration workshop set

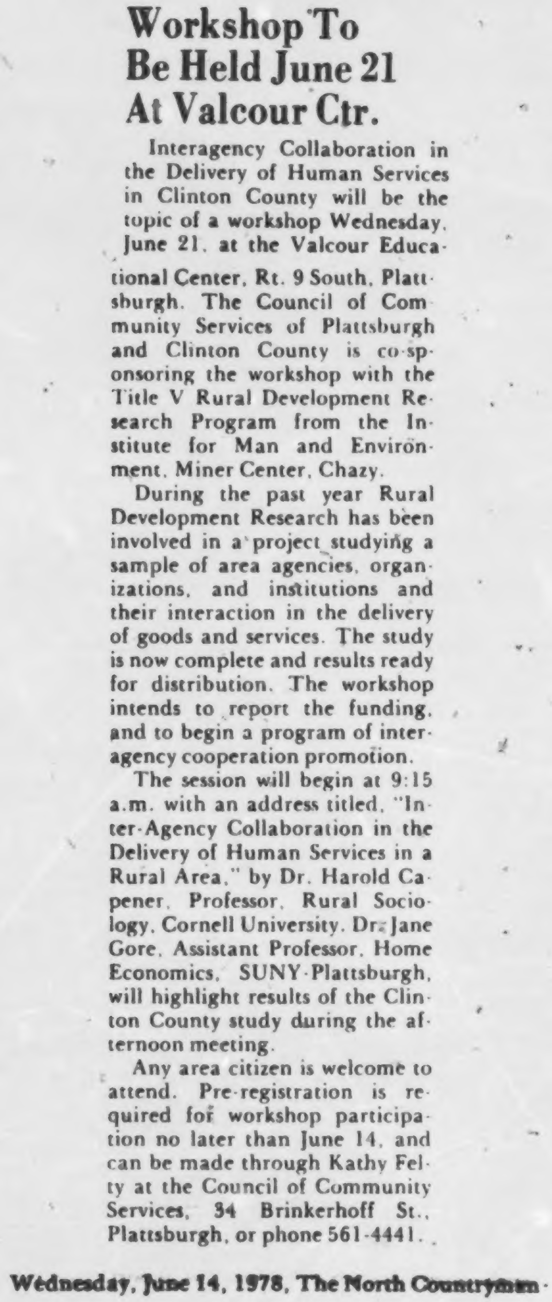
PLATTSBURGH — Interagency collaboration in the delivery of human services in Clinton County will be the topic of a workshop June 21, at the Valcour Educational Center, Route 9 South, Plattsburgh.

The Council of Community Services of Plattsburgh and Clinton County is co-sponsoring the workshop with the Title V Rural Development Research Program from the Institute for Man and Environment, Miner Center, Chazy.

During the past year Rural Development Research has been involved in a project studying a sample of area agencies, organizations, and institutions and their interaction in the delivery of goods and services. The study is now complete and results ready for distribution. The workshop intends to report the funding, and to begin a program of inter-agency cooperation promotion.

The session will begin at 9:15 a.m. with an address titled, "Inter-Agency Collaboration in the Delivery of Human Services in a Rural Area," by Dr. Harold Capener, professor of rural sociology from Cornell University. Dr. Jane Gore, assistant professor of home economics, SUNY, Plattsburgh, will highlight results of the Clinton County study during the afternoon meeting.

Any area citizen is welcome to attend. Pre-registration is required for workshop participation no later than June 14, and can be made through Kathy Felty at the Council of Community Services, 34 Brinkerhoff St., Plattsburgh, or phone 561-4441.



Workshop To Be Held June 21 At Valcour Ctr.

Interagency Collaboration in the Delivery of Human Services in Clinton County will be the topic of a workshop Wednesday, June 21, at the Valcour Educational Center, Rt. 9 South, Plattsburgh. The Council of Community Services of Plattsburgh and Clinton County is co-sponsoring the workshop with the Title V Rural Development Research Program from the Institute for Man and Environment, Miner Center, Chazy.

During the past year Rural Development Research has been involved in a project studying a sample of area agencies, organizations, and institutions and their interaction in the delivery of goods and services. The study is now complete and results ready for distribution. The workshop intends to report the funding, and to begin a program of interagency cooperation promotion.

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Any area citizen is welcome to attend. Pre-registration is required for workshop participation no later than June 14, and can be made through Kathy Felty at the Council of Community Services, 34 Brinkerhoff St., Plattsburgh, or phone 561-4441.

Wednesday, June 14, 1978, The North Countryman

BELOW ARE THE PERSONS SPECIFICALLY INVITED TO ATTEND THE INTERAGENCY CO-OPERATION WORKSHOP AT VALCOUR -- JUNE 21, 1978.

1.	Bernard Amell	County Clerk
2.	Hanna Archibald	Ayerst Labortories
* 3.	Rita Banks	Office for the Aging
4.	Ira Barbell	Social Services
5.	Elaine Baxter	Cooperative Extension
6.	Paul Black	Legal Office - PAFB
* 7.	Helen Blow	Social Services
* 8.	Dorothy Booth	UW Board Member
9.	Ellsworth Buchanan	Imperial Paper Company
10.	Dr. J. Burke	SUNY - Plattsburgh
11.	Cliff Calogne	Northern Insurance Agency
12.	Harold Capener	Rural Sociology
13.	Rev. R. Campbell	United Methodist Church
14.	Raymond Carter	Area 6 Legislator
15.	Warren Chase	Champlain Savings & Loan
*16.	Sidney Cleveland	Cooperative Extension - Ithaca
17.	John Clute	CCS Board Member
18.	Nancy Collin	UW Board Member
19.	Keith Conover	Presbyterian Church - Chazy
20.	Nina Coolidge	Citizen
21.	Walt Coward	Rural Sociology - Ithaca
22.	William Davison	LG-LC Planning Board
23.	Caroline Dawson	C. C. Health Department
24.	James Dawson	Man and Environment - Miner Center
*25.	Jerry Docteur	Social Security Administration
*26.	Judith DeLong	Probation Department
27.	Dave DiRenzo	Social Security Administration
28.	Melvin Donaho	Continuing Education - SUNY
29.	Sister Madeline Dufour	Catholic Charities
30.	Louise Dunn	Planned Parenthood

* = actually attended

31.	Janet Duprey	Area 7 Legislator
32.	Richard Duquette	Social Services Department
33.	Richard Durham	Plattsburgh Housing Authority
34.	Patrick Egan	Harris Bindery Systems
35.	Joan Egner	Agricultural Exper. Station
*36.	Paul Fiske	CRD Specialist
37.	Franklin Forbes	Citizen
*38.	Felice Freudenthal	Clinton Community College
39.	Russell Fritz	Senior Personnel Administrator
40.	Rev. J. Gagnier	OLVA Church
41.	Donald Garrant	Area 10 Legislator
42.	Robert Garrow	Area 4 Legislator
43.	Donald Geist	Assn. Retarded Children
44.	Roderic Giltz	Northern Insurance Agency
45.	Marj Gindelsperger	CCS Board Member
46.	Billie Jean Goff	CCS Board Member
47.	Thomas Golenia	Area 5 Legislator
*48.	Peter Gore	Inst. Man & Environment-Miner Center
49.	Paul Green	UW Board Member
*50.	Karen Guay	RSVP
51.	Robert Hull	RFD 2, Box 283, Champlain
52.	Darlene Hurd	RSVP
53.	Hon. John Ianelli	City Hall
*54.	Ms. Diane Irwin	SCCCC
55.	Dr. James Johnson	Assn. Retarded Children
56.	Theodore Kaufman	Plattsburgh Housing Authority
57.	Sister Charlotte Keith	Catholic Charities
58.	Laura Kelly	Assn. Retarded Children
59.	Maureen Kelly	Home Economics - SUNY
60.	W. Keith Kennedy	Dean College of Ag. & Life Sciences -- Cornell
61.	Jared Keysor	Clinton Correctional Facility
*62.	Ann Koerner	Lake Shore Road, Peru
63.	John Krol	County Planner

* = actually attended

64.	Allen LaBarge	Area II Legislator
65.	Rose Larsen	Downtown Merchants Association
66.	Dr. Eloise J. Law	Home Economics - SUNY
67.	Lyndon O'Dell	Farmers Home Administration
68.	Dr. Samuel Leadley	NE Regional Center for Rural Dev. -- Cornell
69.	Carl Leahy	WPTZ-TV
70.	Nancy LeBlanc	N. C. Legal Services
71.	David Hannan	President, CVPH Hospital
72.	Carolyn Harding	Pyramid Mall Association
73.	Francesca Hartnett	former CCS Board Member
74.	William Hartnett	PCSIE
75.	Howard Haskins	CETA Director
*76.	Jerry Hill	Cooperative Extension
77.	Rodney Lundy	Miner Institute
78.	William McBride	U. S. Avenue
79.	Joseph P. McGrath	Office for the Aging
80.	Anna McIntosh	Research Coordinator, Office of the Lt. Gov., Albany
81.	Dr. James Mapstone	87 Brinkerhoff Street
82.	Gloria Mattera	NYS Migrant Center, SUNY - Geneseo
*83.	Roberta Merrens	Planned Parenthood
84.	Janeen Merrill	Chamber of Commerce
85.	Dr. Ann Messer	Home Economics - SUNY
86.	Joyce Milosovich	JCEO
87.	Arthur Momot	Principal, Oak Street School
88.	Conan Mooney	Clinton Community College
89.	William Morgan	Northway VW
90.	Alice Mossey	CDC Champlain
91.	Harry Mowry	Harris Bindery Systems
92.	Father Mundy	Catholic Charities
93.	Greg Murtagh	Department of Labor
*94.	Helen Nelson	Comm. Ser. Ed., Cornell

* = actually attended

95.	Lawrence Paquette	Area 1 Legislator
96.	Gloria Parris	Mental Health Association
*97.	Lawrence Pasti	NYS Division for Youth
98.	Eugene Pavone	Area 9 Legislator
99.	Jennie Pelkey	CVPH Medical Center
100.	Anne Perkett	Keeseville CDC
101.	Richard Perry	Area 8 Legislator
102.	Mark Pfetsch	HSA District Office
*103.	Ann Prarie	Crisis Center
104.	Dr. Peter Pulrang	County Health Department
105.	William Ramer	United Way
106.	Stanley Ransom	Tri-County Library System
107.	Major Donald Rasher	President, United Way
108.	Irvin Reid	Lavin Candy Company
*109.	Beverly Reuter	Mental Health Association
110.	Jan Rheingold	Planned Parenthood
111.	Dr. Charles Ricker	Continuing Education - SUNY
112.	Dr. Richard Robbins	Anthropology Department - SUNY
113.	Michael Rose	NYS Department of Transportation
114.	Mickey Rowlson (Mrs.)	Montgomery Ward - Pyramid Mall
*115.	Carolyn Russell	Cooperative Extension
*116.	Dante Santora	Project Outreach
117.	Margaret Santora	MHS
118.	Harold Shubert	County Health Department
*119.	Michael Schwartz	CCC
120.	James Sears	Area 3 Legislator
121.	Lt. Shea	SA
*122.	Christine Smith	Home Economics - SUNY
123.	Pam Swack	Home Economics - SUNY
124.	Col. Russell Stephenson	PAFB
*125.	Dr. Nicholas Troisi	SUNY
*126.	Margaret Turner	2 Sailly Avenue, Plattsburgh
*127.	Richard Ward	Tri-County Library System

* = actually attended

128.	Chloe [illegible]censke	Farm and Home Center, Canandaigua
*129.	Charles Waters	CVPH Medical Center
130.	Hal Wefer	CC Youth Bureau
131.	Emily Weinwurm	Department of Labor
132.	Richard Wellman	State Bank of Ablany
*133.	Claude Wiley	Chazy, New York
134.	Dr. Thomas Williamson	TAC - SUNY
135.	Rufus Willoughby	JCEO
136.	Vernon Woolston	MHS
137.	Mr. Robert Anthony	YMCA
138.	Mrs. Patricia Moriarty	Red Cross
139.	Dr. Alfred Light	Clinton Community College
140.	Mr. Theodore Welch	BOCES
141.	Mr. Paul Wight	BOCES
142.	Katie McKinley	Literacy Volunteers
143.	Gloria Parris	Parents Anonymous
144.	Sally Villafranca	Meals on Wheels
*145.	Nancy Penner	Div. & Sep. Women
*146.	Peggy Harper	Women, Inc.
147.	Vocational Rehab. Division	C. C. Rep.
148.	Alice Church	CVPH Medical Center
149.	Carmen Santor	Probation Department
150.	Sue Botsford	Press Republican
*151.	Robert Holtz	C. C. Alcohol Program
*152.	Helen McLeod	Press Republican

* = actually attended

THE FOLLOWING PERSONS ATTENDED EVEN THOUGH NOT SENT FORMAL INVITATIONS

1.	Daniel McCormick	Lake Placid Olympic Organization
2.	Bertha Bennett	Saranac CDC
3.	Edna Whyman	Saranac (JCEO)
4.	Rita Chapman	JCEO, Plattsburgh
5.	Lois Scoskie	CETA, Plattsburgh
6.	Mike Conine	Clinton HRC'
7.	Elaine Rushford	SCCCC
8.	Mary Leggett	Tri-County Library
9.	Abby Posner	Division of Youth, NYS
10.	Karl Kramer	NNY Center (Project Outreach)
11.	Alice Mossey	CDC, Champlain
12.	Gayle Civik	Coop. Ext. Housing
13.	Bonnie Benyon	JCEO
14.	Garrett Thelander	County Planning
15.	Helen Sumner	Literacy Volunteer
16.	Joann Perris	Women, Inc.
17.	Pam Mousseau	JCEO
18.	Betty Robare	JCOE
19.	Irene Brown	JCEO
20.	Jan Bordeau	JCEO, Ausable Forks
21.	Mary Slade	DAP, Plattsburgh
22.	Susan LaFave	DAP, Ellenburg Depot
23.	Irene Tourville	JCEO, Ellenburg Center
24.	Marjorie Nelson	DAP, Keeseville
25.	Carolee Smith	Mental Health Association
26.	Len Fontana	SUNY-Plattsburgh
27.	Virginia VanKeuren	Wastport - Citizen
28.	Ellen Parsons	Literacy Volunteers
29.	Cathy Klossner	Clinton County ARC
30.	Scott Avery	NCLS, Upper Jay

THOSE PERSONS ATTENDING WITH INDIRECT INVITATIONS

1.	Patricia Ganigan	Miner Center, Chazy
2.	Marilyn Chase	SUNY, Plattsburgh
3.	Kathy Felty	Council of Community Services
4.	Jane Gore	SUNY, Plattsburgh
5.	Mary Jane Robinson	Rural Transportation, Miner Center
6.	Judy Tedford	Miner Center, Chazy
7.	Jim Reed	SUNY, Plattsburgh
8.	Nancy Rucks	Miner Center, Chazy
9.	Edith Mason	Council of Community Services

AGENDA
INTERAGENCY COLLABORATION WORKSHOP
Wednesday, June 21, 1978

Valcour Educational Center — Route 9, Plattsburgh

9 - 9:15 a.m.	REGISTRATION MORNING COFFEE
9:15 - 9:30 a.m.	INTRODUCTION Mrs. Katherine Felty, Director Council of Community Services of Plattsburgh & Clinton County
9:30 - 11 a.m.	SEMINAR ON INTERAGENCY COLLABORATION IN THE DELIVERY OF HUMAN SERVICES IN A RURAL AREA Dr. Harold Capener Professor, Rural Sociology Cornell University
11 - 11:30 a.m.	AUDIENCE RESPONSE Discussion Leader: Dr. Paul Fiske CRD Regional Extension Specialist, NYS Cooperative Extension
11:30 a.m. - 12:30 p.m.	LUNCHEON
12:30 p 2 p.m.	RESULTS OF INTERAGENCY COLLABORATION STUDY IN CLINTON COUNTY Dr. Jane Gore Assistant Professor SUNY-Plattsburgh
2 - 2:30 p.m.	SUMMARY WHERE DO WE GO FROM HERE? Mrs. Katherine Felty Council of Community Services of Plattsburgh & Clinton County

APPENDIX B

INTERAGENCY COLLABORATION WORKSHOP

Held at Valcour Education Center on the shore of Lake Champlain

Key Note Address given by Dr. Harold Capener

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Dr. Paul Fiske Chaired a Discussion About Dr. Capener's Address

Lunch was provided at the Education Center

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Audience participation was a major part of the all-day workshop

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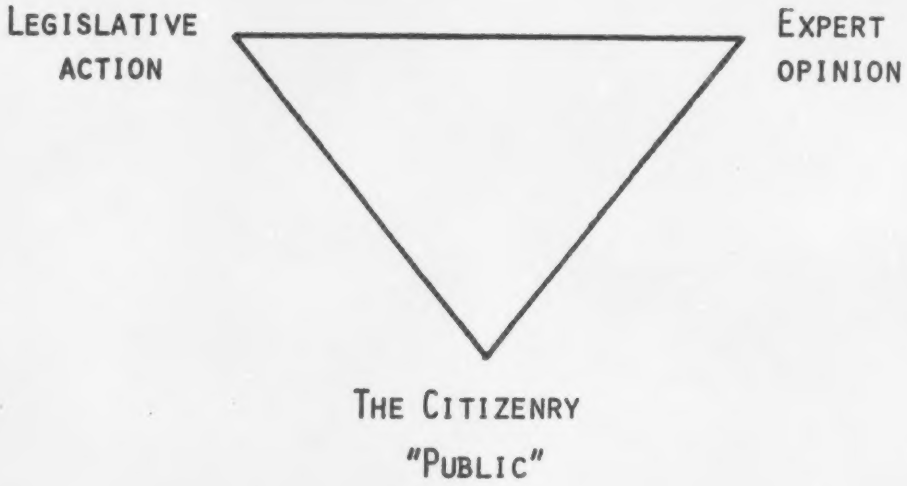
RESOLUTION OF PUBLIC ISSUES

THREE ARENAS OF ACTIVITY


LEGISLATIVE ACTION
EXPERT OPINION
THE CITIZENRY "PUBLIC"

THE TRANSITION OF AND AWARENESS INTO A PROBLEM AND ON INTO AN ISSUE.

INDIVIDUAL OR GROUP AWARENESS	INDIVIDUAL OR GROUP PROBLEM	GROUP OR COMMUNITY ISSUE

WHAT ARE THE FIVE BASIC STEPS IN SCIENTIFIC METHOD?

1.

2.

3.

4.

5.

WHAT ARE THE FIVE BASIC STEPS IN THE PROBLEM SOLVING METHOD?

1.

2.

3.

4.

5.

WHAT ARE THE FIVE BASIC STEPS IN THE PROGRAM PLANNING METHOD?

1.

2.

3.

4.

5.

AVAILABLE STRATEGIES FOR ACHIEVING PUBLIC PARTICIPATION ON KEY ISSUES.

Alternative Strategies	Advantages	Disadvantages
1. Public Meetings.		
2. Organizational Meetings.		
3. The Advisory Committee.		
4. A Panel of Experts.		
5. Receiving Complaints.		
6. Newsletters or Letters to Editor.		
7. Public Referendum.		
8. Informal Grapevine Communications.		
9. Rallies, Strikes, Demonstrations.		
10. Use of Key Informants or Listening Posts.		
11. Formal Public Opinion Surveys.		
12. Combinations of one or more of the above.		

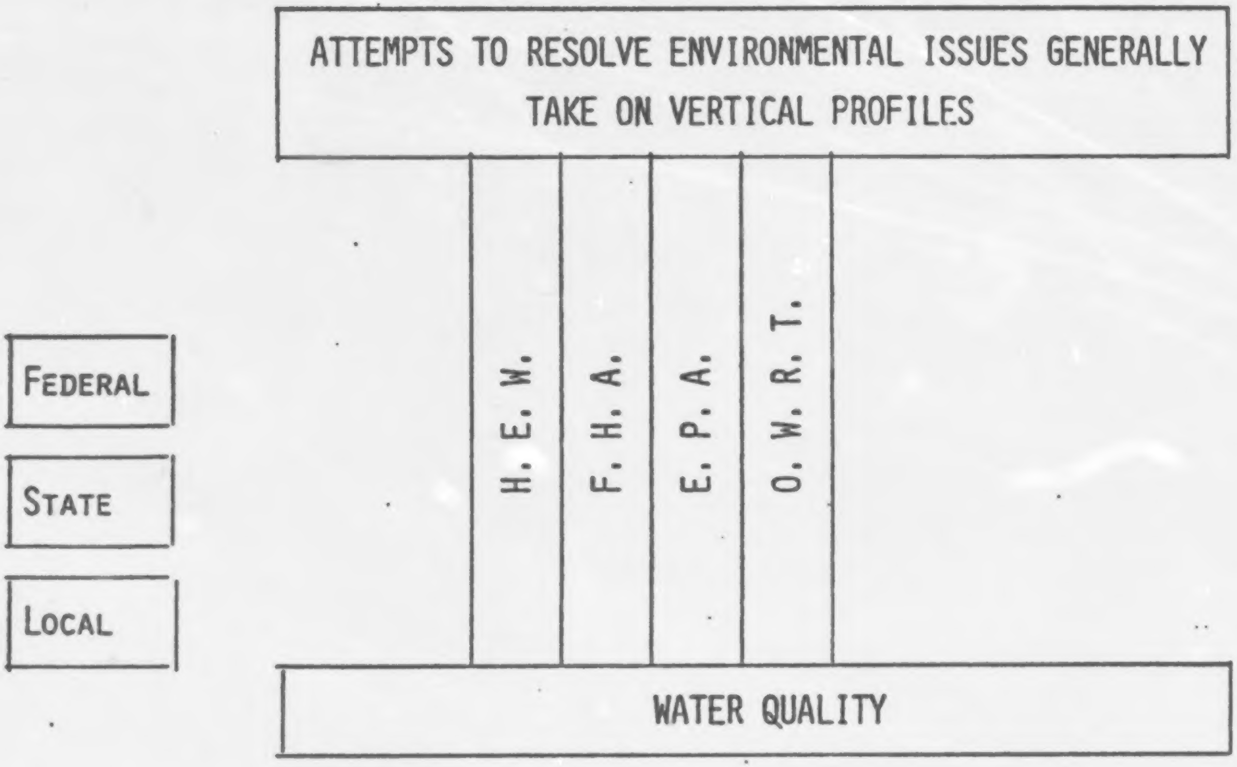
WHERE AND HOW DECISIONS ARE MADE

- DECISIONS ARE MADE BY LEADERS.
- LEADERS ARE CONNECTED TO ORGANIZATIONS.
- ORGANIZATIONS HAVE PURPOSES - GOALS - STRUCTURE THAT INFLUENCE HOW THEY OPERATE.

ENVIRONMENTAL ISSUES LIE HORIZONTALLY ACROSS THE SOCIETY

EXAMPLES

LAND USE
SOLID WASTE
CLEAN WATER
SEWAGE DISPOSAL
CLEAN AIR
NOISE CONTROL
OPEN SPACE



ATTEMPTS TO RESOLVE ENVIRONMENTAL ISSUES GENERALLY TAKE ON VERTICAL PROFILES

FEDERAL

STATE

LOCAL

H. E. W.

F. H. A.

E. P. A.

O. W. R. T.

WATER QUALITY

VERTICAL ORGANIZATIONS HAVE A RELATIVELY THIN INTERSECT AND COMMAND ON HORIZONTAL ENVIRONMENTAL ISSUES

CONDITIONS THAT HAVE TO BE SATISFIED IN THE CARE AND FEEDING OF ORGANIZATIONS

VERTICALLY STRUCTURED ORGANIZATIONS	HORIZONTALLY STRUCTURED ORGANIZATIONS
CONTENT	CONTENT
CLIENTS	CLIENTS
CREDIT	CREDIT
PHILOSOPHICAL BASE	**PHILOSOPHICAL BASE**
ZERO-SUM GAME	MULTIPLIER EFFECT

PRINCIPLE CHARACTERISTICS OF VERTICAL ORGANIZATIONS

1. Top-down orientation
2. Unidimensional flow of communication
3. Reports maximized - real feedback minimized
4. High division of labor
5. Strong rank, position and status orientation
6. Rules - policies - authority orientation
7. Bureaucraticized - relatively inflexible
8. Proceeds from a special mandate and from a power or authority orientation
9. Authority source external to problem location

PRINCIPLE CHARACTERISTICS OF HORIZONTAL ORGANIZATIONS

1. Wide span control
2. Multi-dimensional flow of communication
3. Feedback maximized - required reports minimized
4. Equality of rank - position and status
5. Cooperation - coordination orientation
6. Relatively flexible - proceeds from a mutual benefit orientation
7. Authority source internal and commensurate with problem location

IS THERE AN ORGANIZATIONAL AND PHILOSOPHICAL MISMATCH IN TERMS OF THE IDEAL PATTERNS NEEDED TO FACILITATE DECISION MAKING IN ENVIRONMENTAL ASSESSMENT?

- VERTICAL STRUCTURED ORGANIZATIONS VS. HORIZONTALLY LAYERED PROBLEMS.
- ZERO-SUM PHILOSOPHY VS. MULTIPLIER PHILOSOPHY.
- WORKING IN A SET OF INTERORGANIZATIONAL RELATIONSHIPS THAT REQUIRE MORE UNDERSTANDING AND LEADERSHIP TRAINING AND SKILL.

PRINCIPLE PROGRAM PROCESSES ASSOCIATED WITH VERTICAL ORGANIZATIONS

1. FEDERALLY OR STATE MANDATED---PROGRAM RESULT ORIENTED WITH OBJECTIVES AND GOALS.
2. TIGHT TIME FRAME.
3. BUDGET - FIXED - INFLEXIBLE.
4. SPECIFIED PROCEDURES - RULES.
5. SPECIALIZED - TECHNICAL EXPERTISE REQUIRED, THUS QUALIFIED CITIZENRY SCARCE.
6. LEADERSHIP OFTEN BUREAUCRATICALLY DERIVED RATHER THAN RATIONALLY SELECTED.
7. MORE FORMAL - STATUS ORIENTED SECONDARY RELATIONSHIPS AMONG PRINCIPLES INVOLVED.
8. ACCOUNTABILITY TO SUPERIORS, RATHER THAN TO LOCAL AREA.

PRINCIPLE PROGRAM PROCESSES ASSOCIATED WITH HORIZONTAL ORGANIZATIONS

1. LOCALLY MANDATED PROGRAM---NEED ORIENTED, OBJECTIVES AND GOALS.
2. LOOSELY STRUCTURED TIME FRAME.
3. BUDGETS TIED TO NEED AND FLEXIBLE TIME FRAME.
4. PROCEDURES - PATTERNS OPERATION - COOPERATIVELY CONSENSUALLY DERIVED.
5. MORE GENERALIZED KNOWLEDGE INVOLVED - BROADER EXPERTISE OF CITIZENRY.
6. LEADERSHIP SELECTED ON BASIS - QUALIFICATION, INTEREST, MOTIVATION.
7. MORE LOCALIZED PERSONALIZED MONITORING OF RESULTS AND ACCOUNTABILITY.
8. MORE FACE TO FACE RELATIONSHIPS AMONG PRINCIPLES INVOLVED.

SUMMARY POINTS IN READINGS

ENVIRONMENTAL PROBLEMS AND LEGISLATIVE RESPONSE

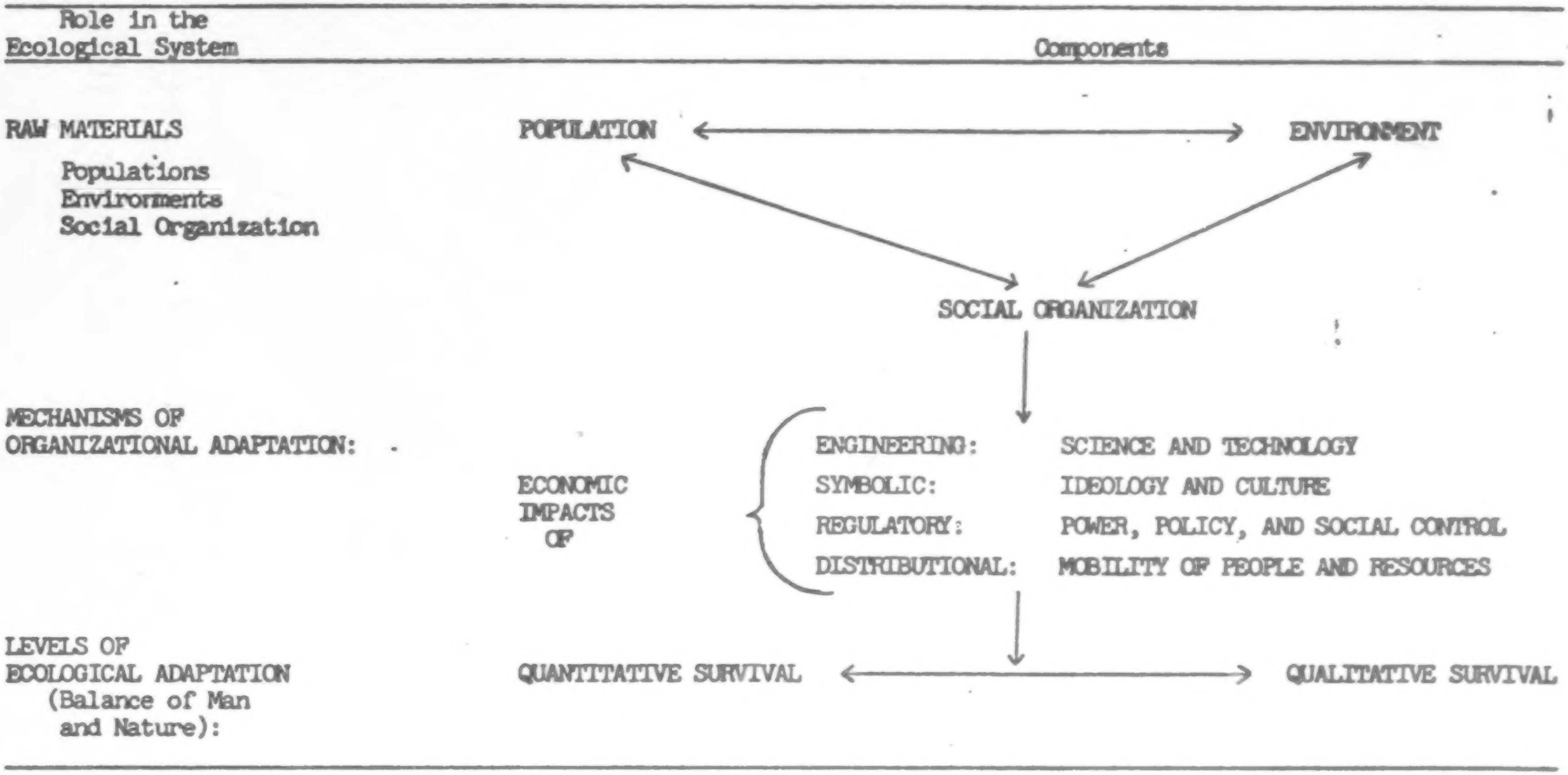
SOCIAL POLICY AS REGULATORY MECHANISMS

1. REGULATION THROUGH POLICY APPEARS TO BE AN INEFFECTIVE STRATEGY.
2. POLICY APPEARS AS RESPONSE RATHER THAN STIMULUS.
3. POLICY SHUTS DOOR AFTER HORSE IS GONE. POLICY IS RESPONSE TO CRISIS ISSUE.
4. POLICIES ARE NEITHER WELL FORMULATED NOR ADEQUATELY COORDINATED.
5. POLICIES OFTEN LACK POWER OF IMPLEMENT, OFTEN FAIL TO MOBILIZE POWER AVAILABLE.
6. POLICIES DEPEND UPON VOLUNTARY COOPERATION WHICH THE VEHICLE SYSTEM PREVENTS FROM HAPPENING.
7. POLICIES PAY INADEQUATE ATTENTION TO THE POSITIVE SANCTIONS, MORE TO NEGATIVE SANCTIONS.

SOCIAL POWER AS REGULATORY MECHANISMS

1. POWER - STILL NEEDS CLARIFICATION OF CONDITIONS UNDER WHICH IT CAN AND WILL BE EXERTED.
2. POWER - GOVERNMENTS CAN MOBILIZE GREAT POWER AND ACT IN HARSH AND COERCIVE WAYS---BUT THEY ARE ALWAYS CALLED IN ACCOUNTABILITY ON ISSUES OF ENDS AND MEANS, PHILOSOPHY AND VALUES---IDEOLOGY AND TECHNOLOGY.
3. POWER - THE USE OF POWER TO ACHIEVE SOCIAL POLICY IS AS YET A VERY INEXACT SCIENCE OR PROCEDURE.
4. POWER - AFTER ALL IS THE ESSENCE OF WHO CAN DO WHAT TO WHOM. FREEDOM AND FREE AGENCY ARE VALUED ENTITIES AMONG ALL PEOPLES OF THE WORLD.

RELATIONSHIPS AMONG COMPONENTS OF ENVIRONMENT, ECOLOGY AND HUMAN ECOLOGY AND ALTERNATIVE MECHANISMS OF ADAPTATIONS.


Role in the Ecological System
Components
RAW MATERIALS
Populations
Environments
Social Organization
POPULATION
ENVIRONMENT
SOCIAL ORGANIZATION
MECHANISMS OF ORGANIZATIONAL ADAPTATION:
ECONOMIC IMPACTS OF
ENGINEERING: SCIENCE AND TECHNOLOGY
SYMBOLIC: IDEOLOGY AND CULTURE
REGULATORY: POWER, POLICY, AND SOCIAL CONTROL
DISTRIBUTIONAL: MOBILITY OF PEOPLE AND RESOURCES
LEVELS OF ECOLOGICAL ADAPTATION (Balance of Man and Nature):
QUANTITATIVE SURVIVAL
QUALITATIVE SURVIVAL

*Source: Micklin, Michael. Population, Environment and Social Organization. Current Issues in Human Ecology. 1973. Hinsdale, Illinois: Dryden Press. pp7.

APPENDIX C

Association of Retarded Children	Private, Non-Profit
Catholic Charities	Private, Non-Profit
Champlain Valley Physicians Hospital	Private, Non-Profit
City of Plattsburgh Housing Authority	Public
Clinton Community College	Public
Clinton County Cooperative Extension	Public, Non-Profit
Clinton County Youth Bureau	Public
Clinton, Essex, Franklin Library System	Public
Community Development Centers	Private, Non-Profit
County Health Department	Public
County Mental Health Services	Public
Council of Community Services	Private, Non-Profit
Department of Labor	Public
Department of Social Services	Public
Department of Transportation	Public
Downtown Merchants Association	Private
Farmers Home Administration	Public
Joint Council for Economic Opportunity	Private, Non-Profit
Lake George-Lake Champlain Planning Board	Public
Mental Health Association	Private, Non-Profit
Office for the Aging	Public
Planned Parenthood	Private, Non-Profit
Plattsburgh Air Force Base	Public
Pyramid Mall Association	Private
Retired Senior Volunteer Program	Public
Salvation Army	Private, Non-Profit
Senior Citizens Council	Private
Sheridan-Harris Corporation	Private
Social Security Administration	Public
State University of New York at Plattsburgh	Public

INTERAGENCY COOPERATION - CLINTON COUNTY

ORGANIZATIONS/AGENCIES IN THE SAMPLE

1977 - 1978

HIGH INTERACTION MOST FREQUENTLY FOUND AMOUNG:

- Groups with coordinating functions
- Innovative kinds of groups with broad service responsibilities
- Groups with less antonommy in funding and programming

MORE SPECIFICALLY, THE FOLLOWING VARIABLES WERE SIGNIFICANTLY RELATED TO THOSE GROUPS WITH HIGHER INTERACTION SCORES ON THE GUTTMAN SCALE:

- Agency pupose being education, referral, planning, information dissemination, advocacy, outreach as opposed to direct services, product promotion, manufacturing
- Agency age of ten years or younger; older groups were less interactive
- Agency required by statute to establish linkages with other groups
- Agency has chart depicting organizational structure
- Professionals attend 3 or more monthly meetings outside the agency with people from other organizations
- Authority to make daily program decisions inside the agency is highly decentralized
- Agency personnel rating other agency personnel in sample high on cooperation

IN SUMMARY, THIS ANALYSIS OF INTERORGANIZATIONAL RELATIONSHIPS AMONG AGENCIES WHICH SHOULD BE INTERESTED IN THE PROBLEM OF RURAL TRANSPORTATION IN CLINTON COUNTY, NY, INDICATED THAT HIGH INTERACTION IS MORE LIKELY AMONG ORGANIZATIONS EXHIBITING THE FOLLOWING CHARACTERISTICS:

- Organizational charts are available; the agency is required by statute to establish linkages with other groups; and standardized internal procedures seem to enhance collaboration with others (measure of formalization).
- There appears to be multiple authority within the agency structure; highly decentralized internal program decision making within the group (measure of low autonomy in terms of authority).
- A variety of services and programs are offered by the agency; high degree of program innovation as opposed to a smaller number of programs and services or single services (measure of specific and varied program goals).
- Agencies are relatively young, established within last ten years (measure of age).
- Agency personnel's attitude about other groups' overall interagency cooperation was recorded. Groups who received high peer evaluations on interagency cooperation also received high scores on the actual Agency Interaction Scale (measure of prestige).

SIZE OF BUDGET, NUMBER OF PAID PERSONNEL, EXPRESSED FEELINGS OF THREAT AND COMPETITION WITH OTHER AGENCIES, AND GENERAL OVERALL ATTITUDES ABOUT INTERORGANIZATIONAL COOPERATION IN THE AREA DID NOT RELATE IN A SIGNIFICANT MANNER TO AGENCY INTERACTION.

APPENDIX D

WORKSHOP
INTERAGENCY COOPERATION - CLINTON COUNTY
JUNE 21, 1978
VALCOUR EDUCATIONAL CENTER

N = 48

Please answer the following questions completely and leave evaluation form at the door. Names are optional.

1. ARE YOU:

   1. 11 Agency/organization Director
   2. 17 Agency/organization Staff Member
   3. 6 Agency/organization Board Member
   4. 1 Concerned citizen not attached to a particular group
   5. 8 Other:
      5 Responded to more than one answer

2. DID THIS WORKSHOP TURN OUT TO BE WHAT YOU ORIGINALLY EXPECTED?

   1. 39 yes
   2. 6 no
      3 Responded by marking both answers

3. DID YOU LEARN ANYTHING NEW ABOUT INTERAGENCY INTERACTION?

   1. 32 yes
   2. 23 no
      1 Answered by marking both
      3 Did not answer either way

4. IF YES, DESCRIBE BRIEFLY:

   (see enclosed)

5. LIST SUGGESTIONS FOR FOLLOW UP SEMINARS WORKSHOPS PLANNING SESSIONS CONCERNING THE ISSUE OF INTERAGENCY COLLABORATION IN THE DELIVERY OF SERVICES IN CLINTON COUNTY:

   (see enclosed)

6. ANY OTHER COMMENTS, SUGGESTIONS: (if necessary, use the back of this page)

   (see enclosed)

THANK YOU

Responses to Questions 4 - 6

4. IF YES, DESCRIBE BRIEFLY:

Enjoyed or learned ideas and facts from Dr. Capener (5)

Chief emphasis needs to be placed on better communications among agencies (20)

Stated there is still hope for interagency cooperation (4)

Some still puzzled about what to do about personal cooperation at agency level (8)

Specifically learned about: horizontal and vertical organization (5)
: interaction (20)
: communication problems with agencies (8)

5. LIST SUGGESTIONS FOR FOLLOW UP SEMINARS WORKSHOPS PLANNING SESSIONS CONCERNING THE ISSUE OF INTERAGENCY COLLABORATION IN THE DELIVERY OF SERVICES IN CLINTON COUNTY:

How agencies in other counties in NY work (1)

Legislators should mandate need for better communications and interagency cooperation

Should hold workshops away from PAFB (1)

How better to improve interagency cooperation (13)

More specific agency feedback (3)

Additional workshops in small groups (8)

How to implement cooperation in planning (1)

6. ANY OTHER COMMENTS, SUGGESTIONS:

Need for more and better training sessions about interagency cooperation (7)

More specific relating of the Rural Transportation project to interagency cooperation (2)

Requests for specific results about individual agencies (2)

Press-Republican — Friday, June 23, 1978

Clinton County agencies get 'A' for sharing

By HELEN McLEOD

PLATTSBURGH — Interagency cooperation exists, to a fairly great extent in Clinton County, when it comes to the delivery of human services.

In addressing some 75 representatives of human service agencies in the county, Dr. Harold Capener, professor of rural sociology at Cornell University, said "You have to be complimented. You're far down the road in terms of many counties, yet you see you still have a lot to do."

Capener outlined how human services agencies function and relate to each other, in the first part of a workshop, sponsored by the Council of Community Services Wednesday.

In the second part, Dr. Jane Gore presented the findings of a study on interagency interaction done in Clinton County. Mrs. Gore is a professor of home economics at Plattsburgh State University College.

The study focused on 30 agencies involved in the delivery of services and amenities to rural citizens in Clinton County. The highest ranking administrator and one or two board members from each agency were interviewed, a total of 57 people. Individual interviews were conducted to find out all about the agency, its goals, internal structure and perceived interagency cooperation in the county.

Each respondant also completed a written questionnaire judging the other 29 agencies in the sample, in a series of 22 questions.

High interaction was found among agencies with coordinating functions, innovative kinds of groups with broad service responsibilities, and groups with less autonomy in funding and programming.

In doing the study, Mrs. Gore said, "we used the assumption that more interaction is better." However, she noted, that there are some agencies, which, by their very nature, will not have as much interagency contact as others. "It depends on their program goals, mandates and guidelines," she said.

"We assume that if we asked the question; 'If you had more money and more time, would you do more interacting?' the response would be 100 percent yes. But this is an era of doing more with less."

In general, the following characteristics were found among agencies rating high in interaction:

—Goals were specific and available; agency offered a variety of services and programs as opposed to a few services or single ones;

—Agency relatively young, established within past 10 years;

—Required by statute to establish linkage with other groups;

—Charts exist depicting organizational structure;

—There is a decentralized authority available to make daily program decisions within the agency;

—Professionals attend monthly meetings outside the agency with people from other organizations;

—Agency personnel rate other agency personnel in the sample high in cooperation, a good measure of prestige.

Factors which were not relevant to the amount o measure of agency interaction include the size o budget, number of paid personnel, expressed feelings of threats and competition with other agencies and the general overall attitudes about interorganizational cooperation.

Also, it was noted, that as opposed to the privat sector, where much business is transacted in socia situations, people in the public sector, providin human services, rarely conducted business throug social contacts. Less than 20 percent said they se their co-workers socially, Mrs. Gore said.

Often, when agencies find out they share an ability to solve a problem jointly, they find themselve out of time or money. This study will, hopefully identify groups which can "share," outline their internal structures for other groups, and provid topics for further community workshops.

Peter Gore, professor of environmental scienc and rural sociology, said that it's possible to giv each participating agency a copy of its own rating

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SENIOR SENTINEL

Volume III Number 3 July/August, 1978

DORA WORDEN CELEBRATES 90th BIRTHDAY

[illegible] 4, 1978 was a special day for Dora Worden. Ninety years ago on that date, Dora was born in Boston, Ms., the fourth child in a family of 12 children in the Dubow family.

Dora was born at home. Her mother had the help of a midwife which was customary at the time.

When Dora was six years old, she started school at Hancock School in Boston. The school was one of the first schools built and was located near Hanover Street.

As a girl of ten, she had responsibilities such as hemming diapers, boiling clothes in a big copper boiler placed on top of [illegible] stove and assisting her mother with the birth of other children when there was no midwife available. Having graduated from grammer school at the South End, Dora attended high

When she was fifteen, "almost sixteen," she was married. She left her family home, which was the first brick housing in Boston, and moved to Essex Street where she set up housekeeping.

Her new husband worked as an accountant for the Guggenheims, and Dora began to learn how to run machines at a factory owned by Fredricks. While she was employed by Fredricks, their's was the first shop in Boston to be signed up under the then new Social Security Act.

"Life was simpler then. We could buy a whole salmon for $5.00 or have a meal in a fancy restaurant for $1.00. Dora recalled , "Summers we could go from Boston to Montreal for $5.00."

As a little girl, Mrs. Worden recalls seeing people locked in "stocks" for some wrong doing. Open street cars in the summer were the most commonly used transportation.

When she was 10 or 11, she and her sisters used to stand in the back of the Grand Theater and watch the three Barrymores perform. Dora recollected, "The younger one--my, he was handsome. He'd take your breath away." She paused, "And for a few cents we'd run errands for them--you know like getting lunch from the lunch room."

When the San Francisco earthquake struck in 1906, Dora traveled across the country on the Grand Trunk to meet her brother and take him home. She said, "I thought I was IT. I made a dress with empire style. I sewed it all."

Dora said she made most of her clothes in those early days. Today she still remakes her clothes and has saved some of her special early purchases. "I got some dresses fifty years old--satins. I got a raincoat of satin I bought on Boysen Street. Oh. It was beautiful! I paid $10.00 Now, I'd pay about $100., easy."

Five years after her marriage, her husband died. During that time, she had two children, a daughter, Iris and a son, Kenneth.

Undaunted, she continued to work and raise her young family. Iris eventually married Dr. Leo Harry Freedman. They have made their

(Continued on page 6)

INTER AGENCY WORKSHOP

An Interagency Workshop held on June 21st brought together approximately 45 agencies to discuss a recent research completed the past year. Dr Harold Capener of Cornell University was the main speaker. He emphasized the need for more cooperation between agencies. He pointed out that agencies are in a situation created by the need for more funds and consequently vie with each other for credit. He said, "It's simply amazing what an organization will do for money."

He also stated that most funding sources expect, and want, predicted approaches. He said that persons with different ideas are "...ground down until smooth so that creativity and inovative approach no longer exists and one fits into a groove."

When asked if he thought it possible to achieve his propounded theory of an all-cooperative approach, he said it was a theory a good one but not necessarily a workable one given the present situation of funding.

Following the luncheon, Dr Jane Gore of the State University at Plattsburgh reported on the research study which she and others conducted this past year.

Additional sessions are being planned by the Council and Rural Development.

TOWN & COUNTRY

Food Preservation in Clinton County will

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UNTY, INC.
York 12901

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CENTER 12921
NY

APPENDIX E

AGENCY REPRESENTATIVES ATTENDING
RURAL DEVELOPMENT PROGRAM --
AGENCY CONFERENCES
Winter 1978-1979

Mental Health Association

Beverly Reuter

Council of Community Services

Katherine Felty

J.C.E.O. and C.D.C.'s

Rufus B. Willoughby
Rita Chapman
Conrad Kress
Ann Perkett

C.C.C. and R.S.V.P.

Michael Schwartz
Charles Barletta
Karen Guay

Office for the Aging

Joseph McGrath

Planned Parenthood

Lois Sheets
Roberta Merrens

Catholic Charities

Rev. Patrick Mundy

Downtown Merchants Assoc.

Rose Larson

Pyramid Mall

Caroline Harding

NY Dept. of Transportation

Michael Rose

Clinton-Essex-Franklin Library

Stanley Ransom
Mary Leggett
Richard Ward

Mental Health Services

Vernon Woolston

Youth Bureau

Harold Wefer

County Health Department

Dr. Peter Pulrang
Caroline Dawson
Harold Shubert

Cooperative Extension

Carolyn Russell

Senior Citizens Council

Diane Irwin

Social Security Administration

Jerry Decatur

Harris Cooporation

Harry Mowry

Farmers Home Administration

Walt Aicher

SUNY-Plattsburgh

Donald Garrant
Richard Gifford

Plattsburgh Housing Authority

Ted Kaufman
Richard Durham

Dept. of Social Services

Helen Blow

NY Dept. of Labor

Emily Weinwurm

Assoc. for Retarded Children

Donald Geist

Salvation Army

Capt. Chester Emmons

CV-PH Medical Center

David Hannon

CONFERENCES NOT HELD

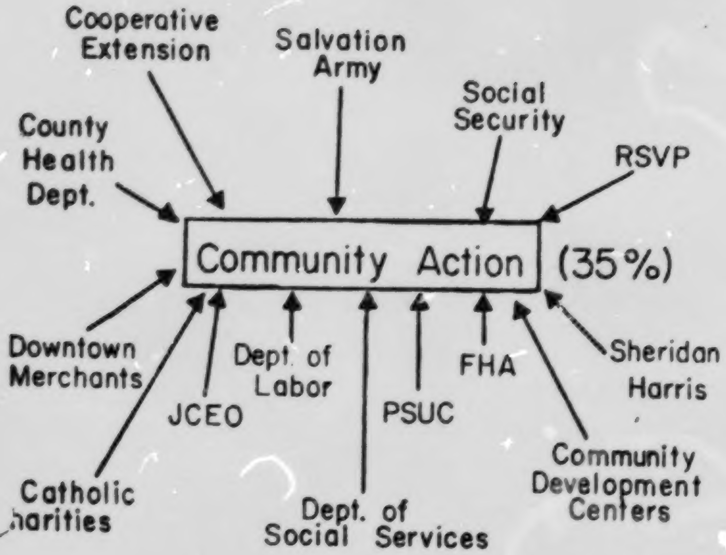
Plattsburgh Air Force Base and Lake George-Lake Champlain Regional Planning Board

Do you operate programs/activities jointly with other organizations/agencies?

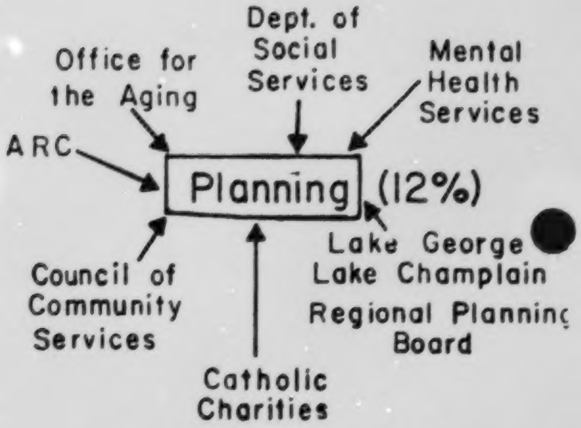
YES in terms of money 53%

YES in terms of responsibility 62%

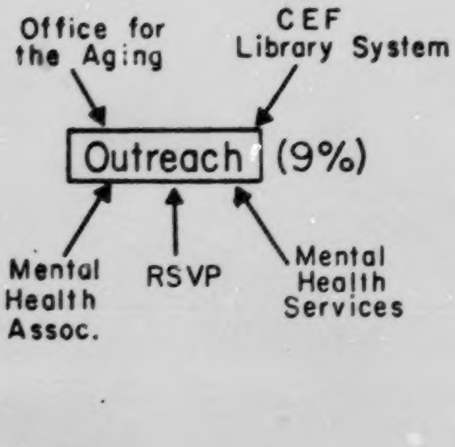
YES in terms of staff time 70%



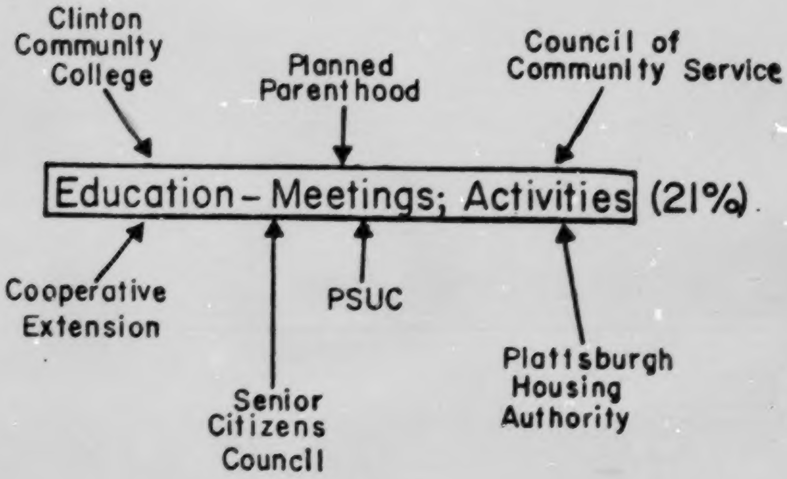
Cooperative Extension
Salvation Army
Social Security
County Health Dept.
RSVP
Community Action
(35%)
Downtown Merchants
Dept. of Labor
FHA
Sheridan Harris
JCEO
PSUC
Catholic harities
Community Development Centers
Dept. of Social Services



Dept. of Social Services
Office for the Aging
Mental Health Services
ARC
Planning
(12%)
Lake George Lake Champlain Regional Plannin Board
Council of Community Services
Catholic Charities



Office for the Aging
CEF Library System
Outreach
(9%)
Mental Health Assoc.
RSVP
Mental Health Services



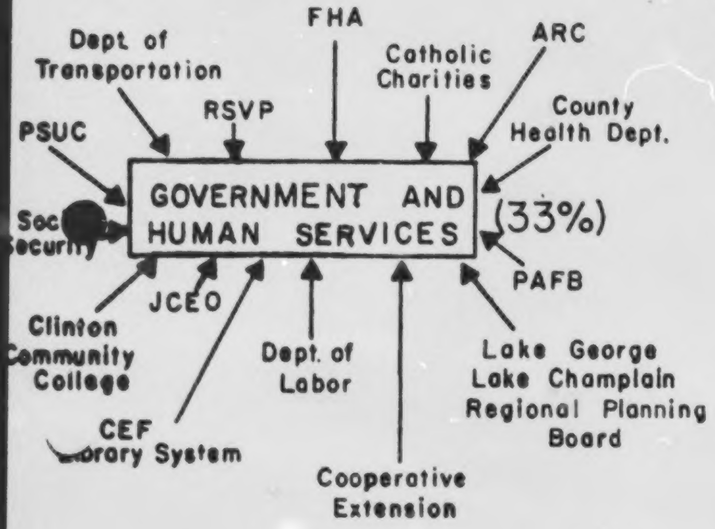
Clinton Community College
Planned Parenthood
Council of Community Service
Education - Meetings; Activities
(21%)
Cooperative Extension
PSUC
Senior Citizens Council
Plattsburgh Housing Authority

Required by statute or program guidelines to establish linkages (working relationships) with other organizations/agencies

47% responded yes to statutes

64% responded yes to program guidelines

NOT APPLICABLE (33%)


Dept. of Transportation
FHA
Catholic Charities
ARC
RSVP
County Health Dept.
PSUC
GOVERNMENT AND HUMAN SERVICES
(33%)
Soc
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JCEO
Clinton
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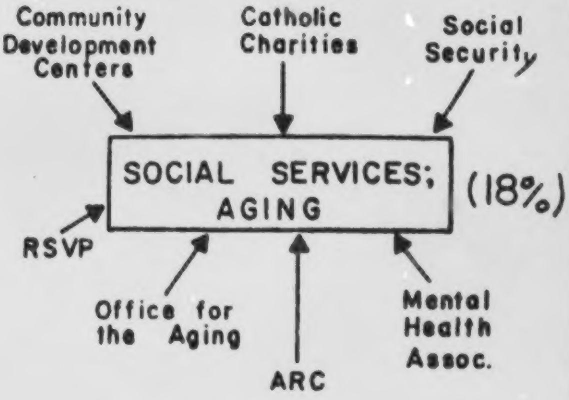
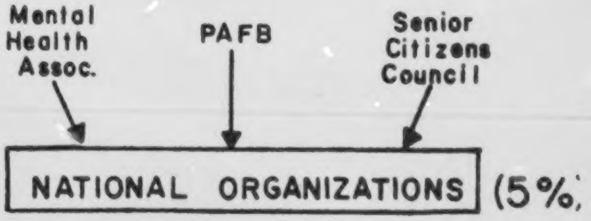
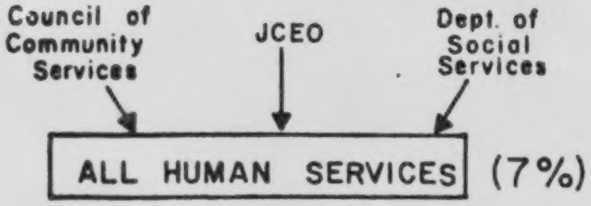
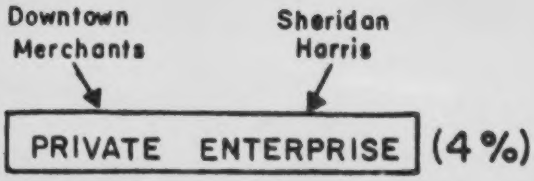
College
Dept. of Labor
Lake George Lake Champlain Regional Planning Board
CEF
orary System
Cooperative Extension


Community Development Centers
Catholic Charities
Social Security
SOCIAL SERVICES; AGING
(18%)
RSVP
Office for the Aging
ARC
Mental Health Assoc.


Mental Health Assoc.
PAFB
Senior Citizens Council
NATIONAL ORGANIZATIONS
(5%)


Council of Community Services
JCEO
Dept. of Social Services
ALL HUMAN SERVICES
(7%)


Downtown Merchants
Sheridan Harris
PRIVATE ENTERPRISE
(4%)

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With what other organizations would you like to establish working relationships?

none = 33%
no response = 16%

Mental Health; Health Social Services (21%)

- RSVP
- Mental Health Assoc.
- JCEO
- Office for the Aging
- Mental Health Services
- Catholic Charities
- ARC
- Cooperative Extension
- Community Development Centers
- Salvation Army
- Plattsburgh Housing Authority

Other County Agencies (12%)

- RSVP
- Planned Parenthood
- Senior Citizens Council
- Downtown Merchants
- Cooperative Extension

All other agencies with educational objectives (7%)

- PSUC
- Clinton Community College
- CEF Library System

TAC; County Planner Miner Center RD (5%)

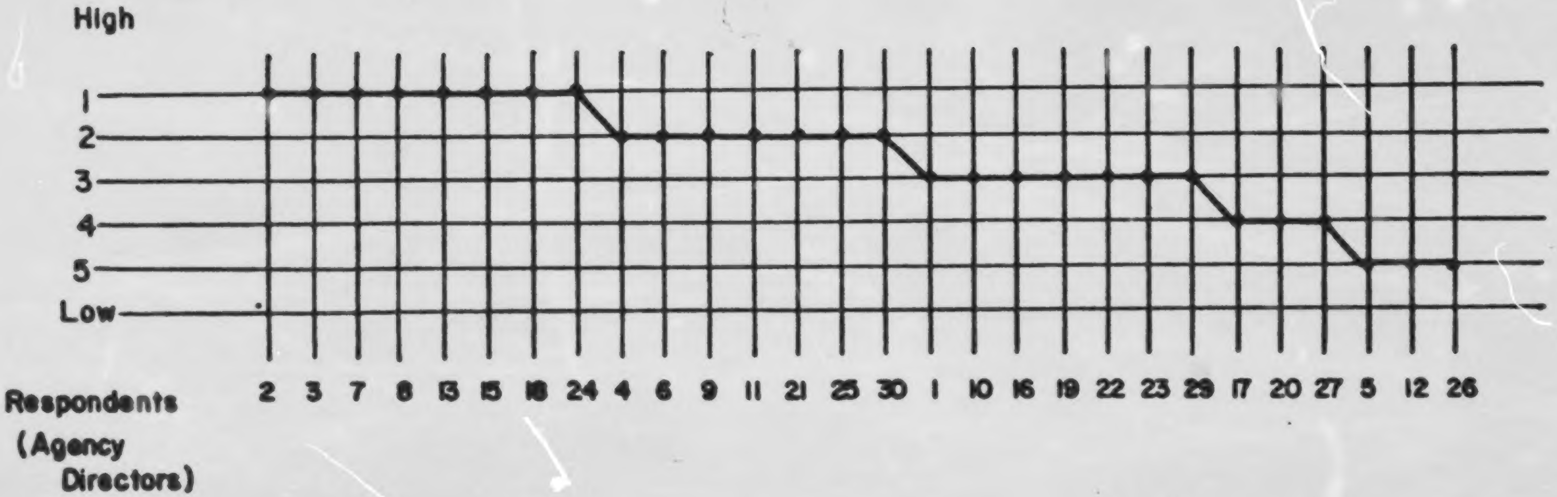
- Council of Community Services
- Catholic Charities
- Lake George Lake Champlain Regional Planning Board

PAFB (4%)

- Health Dept.
- Sheridan-Harris

Overall How Much Cooperation is There Among Organizations Around Here?

(Total	Sample	Responses)	
26%	15	1	high
26	15	2	
26	15	3	
11	6	4	
9	5	5	low
2	1	don't know	



Scale Step	Item	Cummulative Percentages of sample included	
6	Have you exchanged services with this group?	17%	HIGH
5	Have you engaged in joint activities/projects with this group?	27%	↑
4	Have you had joint meetings with this group?	43%	COOPERATION
3	Have you had personal meetings/appointments with this group?	53%	
2	Have you learned about this group through the newspaper?	73%	
1	Are you familiar with or acquainted with this group?	87%	LOW

Coefficient of Scalability = .85
Coefficient of Reproducibility = .97

INTERAGENCY COOPERATION - CLINTON COUNTY

GUTTMAN SCALE OF AGENCY INTERACTION

1977 - 1978

STUDY RESULTS - GUTTMAN SCALE

INTERAGENCY INTERACTION

N = 30 groups

	High on Scale	Medium on Scale	Low on Scale
Human Service Groups (14)	8	5	1
Health Related Groups (4)	1	2	1
Educational Groups (3)	3		
Federal/State Groups (6)	1	1	4
Private Groups (3)		1	2

AGENCY RESPONSE **TOTAL SAMPLE RESPONSE**

Roughly what percentage of your organization's work with clients involves referring clients to other organizations in the community?

11%	6	None
60	34	1-25%
7	4	26-50
11	6	51-75
5	3	76-99
2	1	100
4	2	don't know
2	1	missing

Roughly speaking, what percent of clients in this organization are referred from other organizations?

9%	5	none
49	28	1-25%
14	8	26-50
5	3	51-75
5	3	76-99
18	10	don't know

What happens to the clients after your organization has completed its responsibility, i.e., referred to other organizations?

23%	13	None
28	16	1-25
12	7	26-50
5	3	51-75
5	3	76-99
7	4	100%
19	11	don't know

Excluding professional associations, how many times during the average month are there regularly scheduled committees or meetings that involve members of other organizations where the meeting is relevant to your work and/or your organization?

4%	2	None
28	16	1-2
14	8	3-4
16	9	5-6
12	7	7-8
7	4	9-10
18	10	more than 10
2	1	don't know

compared to high group on Guttman Scale

agency:

a)	more than 10	b)	9-10	c)	7-8	h)	3-4
e)	more than 10	g)	9-10	k)	7-8	f)	1-2
j)	more than 10	l)	9-10	d)	3-4	i)	1-2

During the past year, about what percent of your time was spent in coordination and planning with people from other organizations:

4%	2	none
64	36	less than 26%
23	13	26-50
7	4	51-75
2	1	don't know
	1	no response

compared with high group on Guttman Scale
agency:

c) 26-50%
h) 26-50%
i) 26-50%

a) less 26%
b) less 26%
d) less 26%

f) less 26%
g) less 26%
k) less 26%
l) less 26%

j) no response
m) no response

Does your organization operate any of its Programs/Activities jointly with other organizations?

-in terms of money-			
	53%	28	yes
-in terms of time-			
	70%	38	yes
-in terms of responsibility-	62%	33	yes

Some Profile Information - Evidence of High Interagency

		Agency
a)	title depicting coordinating function	yes - no
b)	broad service responsibilities	yes - no
c)	low autonomy in funding/programming	yes - no
d)	agency purpose: educational, referral, planning, information dissemination, advocacy, outreach	yes - no
e)	10 years old or younger	yes - no
f)	required by statute to form linkages with other groups	yes - no
g)	has chart depicting organizational structure	yes - no
h)	attend 3 or more monthly meetings outside agency with professionals from other organizations	yes - no
i)	highly decentralized authority inside agency to make daily program decisions	yes - no
j)	received high peer evaluations on interagency cooperation	yes - no

Are you required by statute or your own program guidelines to establish linkages with other organizations?

-statute-			
	47%	25	yes
	49	26	no
	4	2	don't know
		4	no response
-program guidelines-			
	64%	36	yes
	34	19	no
	2	1	don't know
		1	no response

Guttman Scale of Agency Interaction

N = 30	high on scale	medium on scale	low on scale
human service groups (14)	8	5	1
health related groups (4)	1	2	1
educational groups (3)	3		
federal/state groups (6)	1	1	4
private groups (3)		1	2

Are you familiar with or acquainted with any of the agencies/groups/organizations on this list?

Hypothetically speaking, should you be involved in working on a Senior Citizens Housing Project?

on a rural transportation project?

How well acquainted are you with programs/activities of this group (well acquainted, moderately, or know little about them)?

Through what channels do you receive information about this group?

radio/television
newspaper
phone
personal meetings/appointments
social contacts

During the past 12 months, other groups have engaged in joint meetings with you

Have engaged in joint/activities/projects

Exchanged services with

Transferred money/resources or sponsored this group

Shared jointly staff and/or staff training with this group

Have engaged in joint budgetary considerations with this group

Jointly own or rent facilities with this group

On a scale of 1 to 5 (5 high) how would you rate the overall level of cooperation between your group and:

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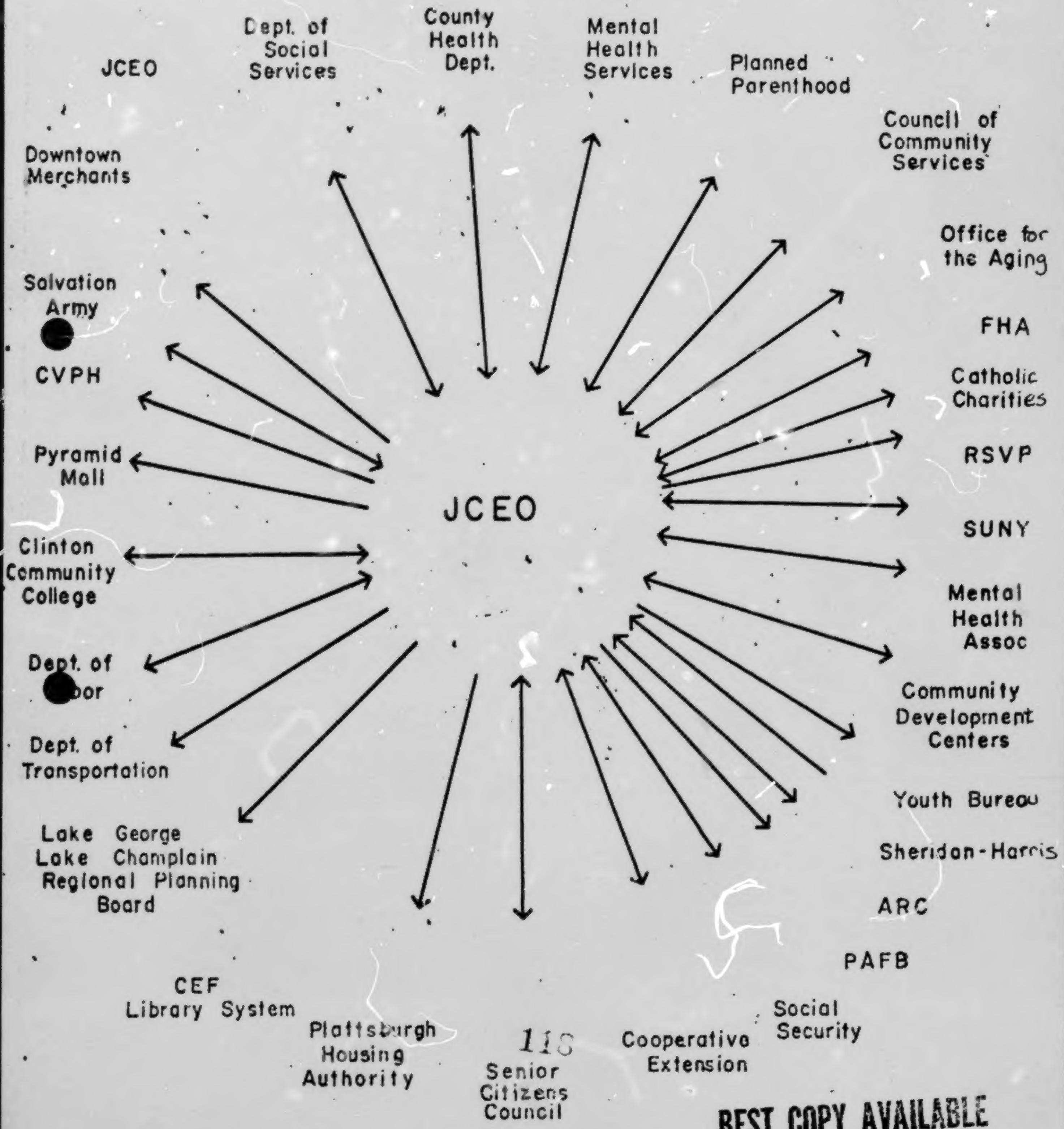
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Pyramid Mall
CVPH
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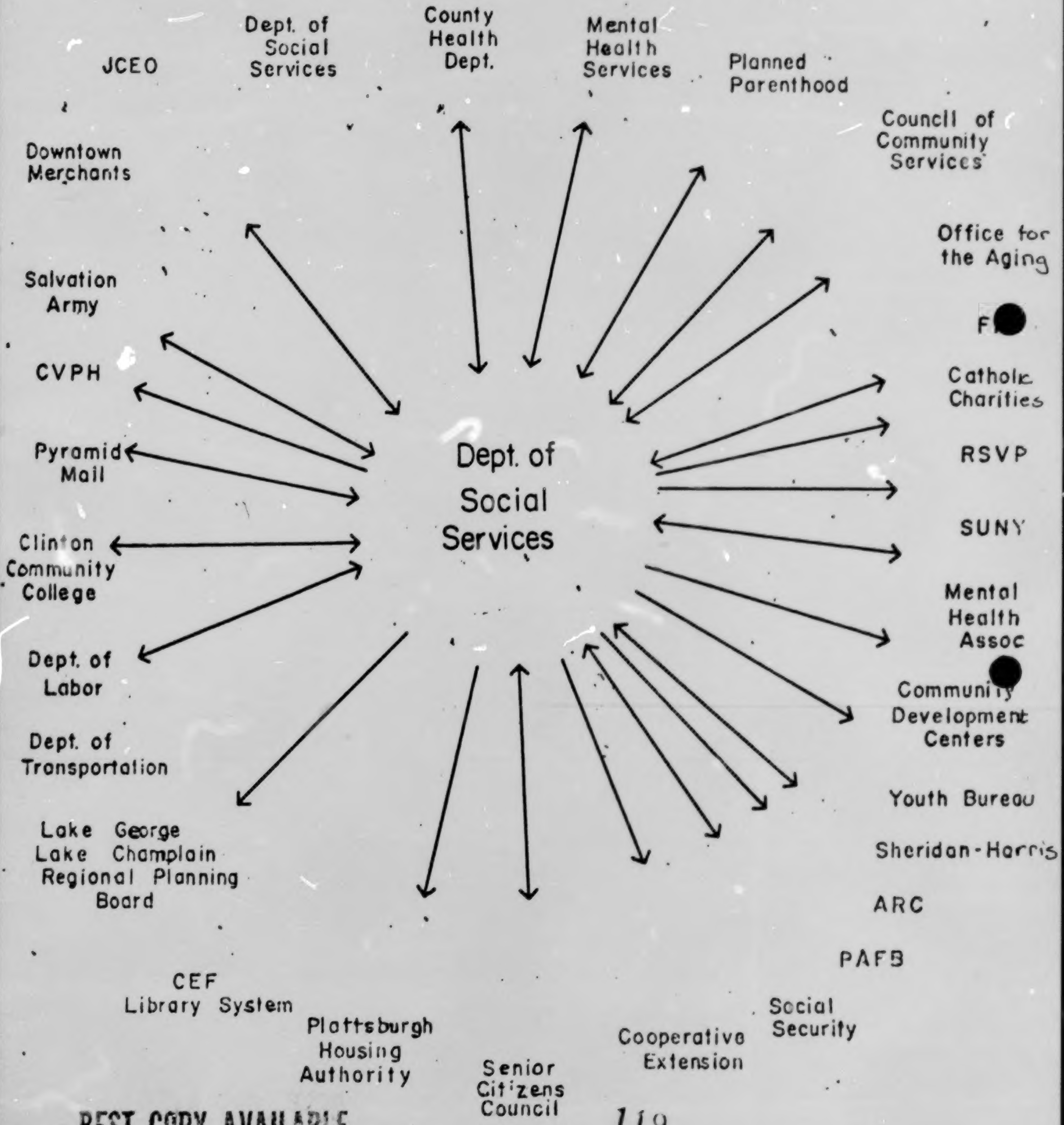
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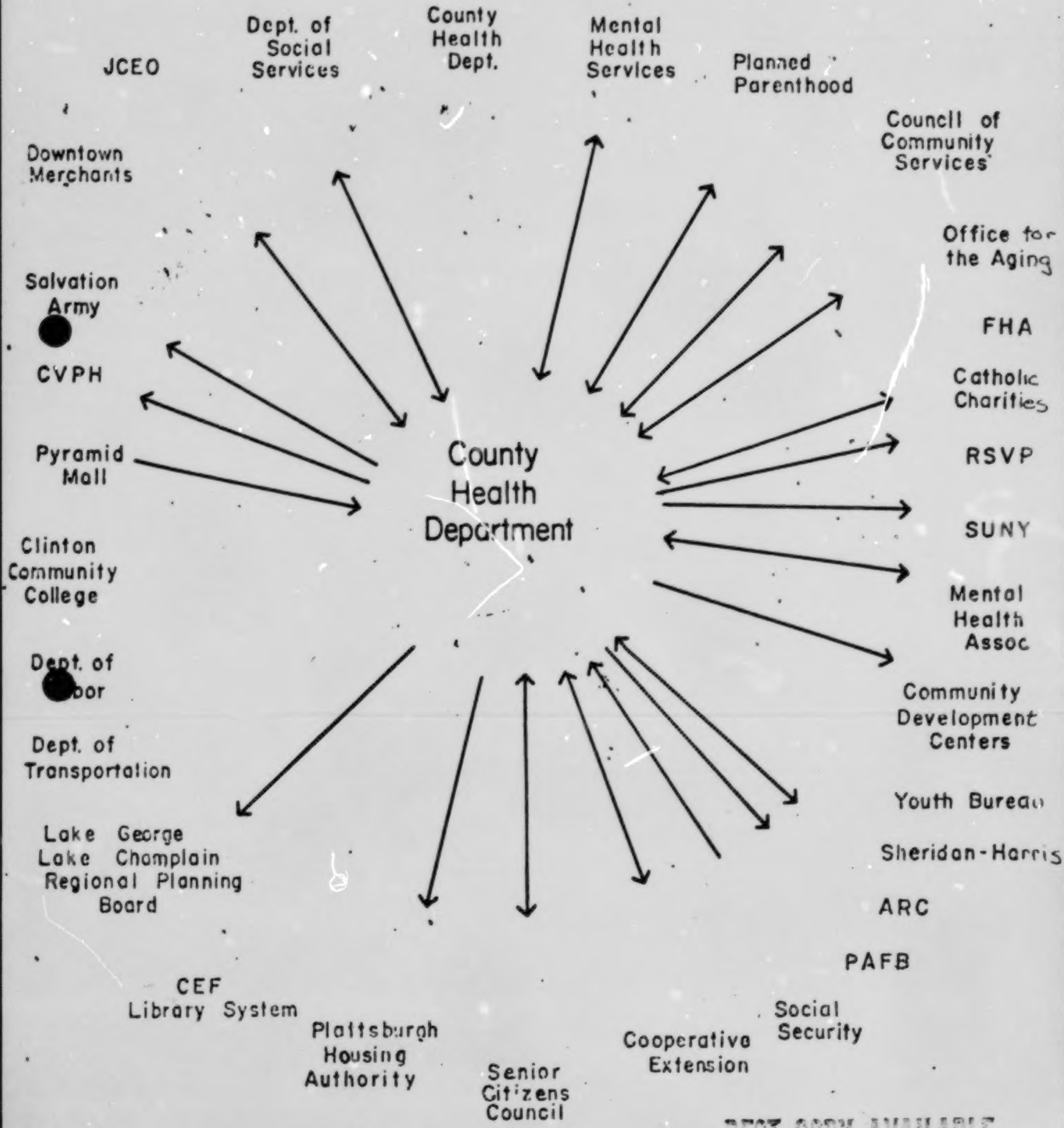
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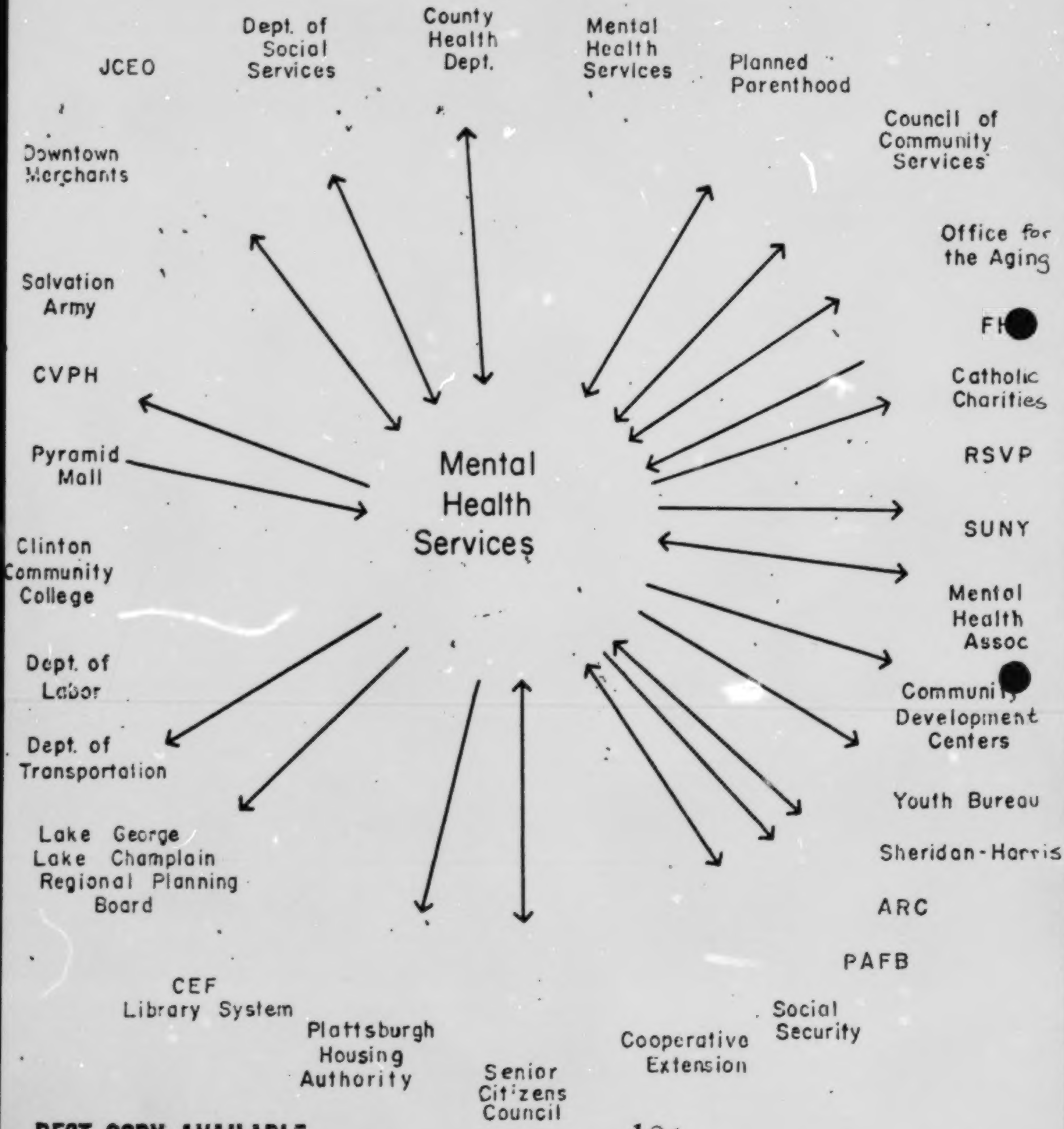
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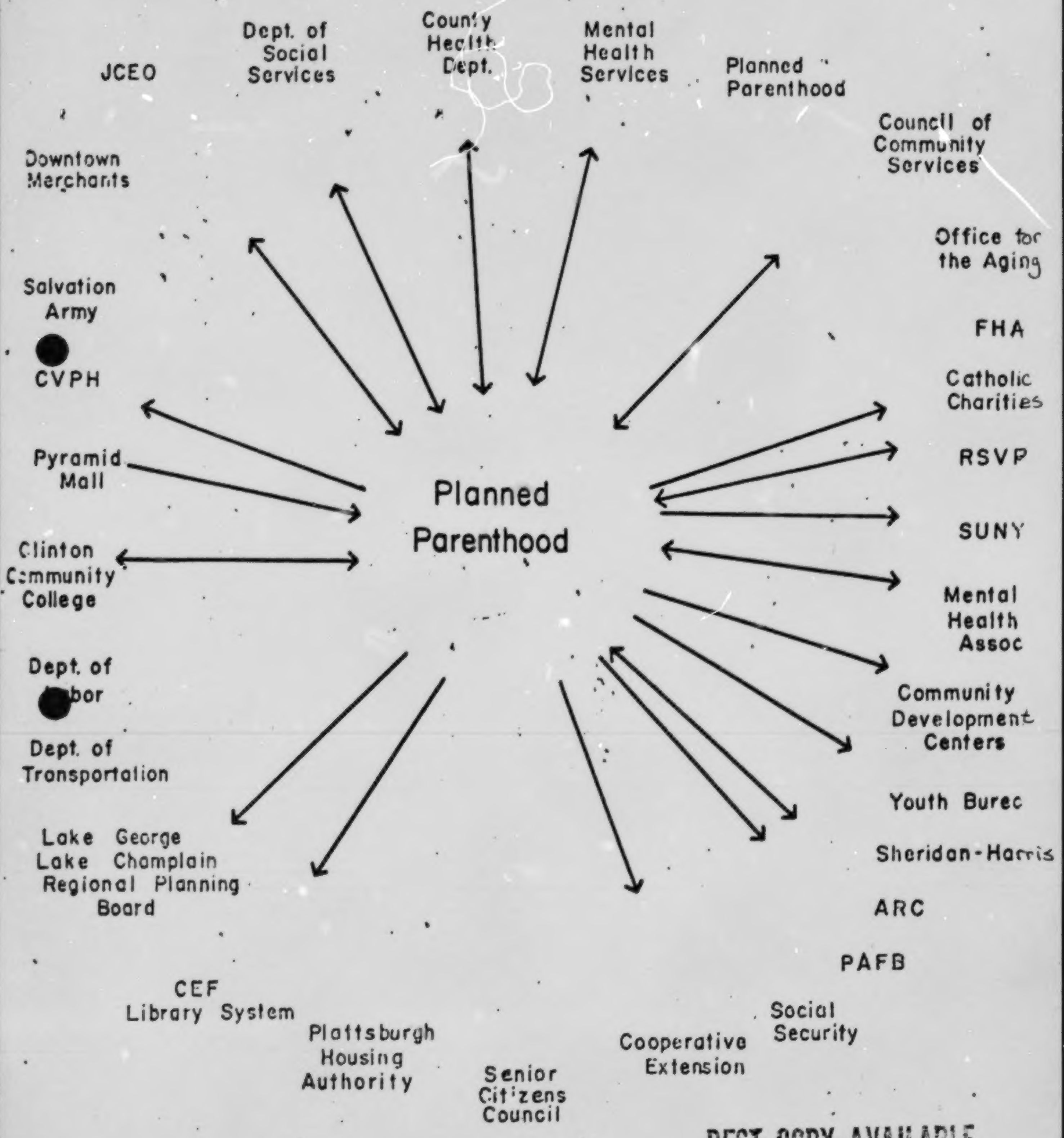

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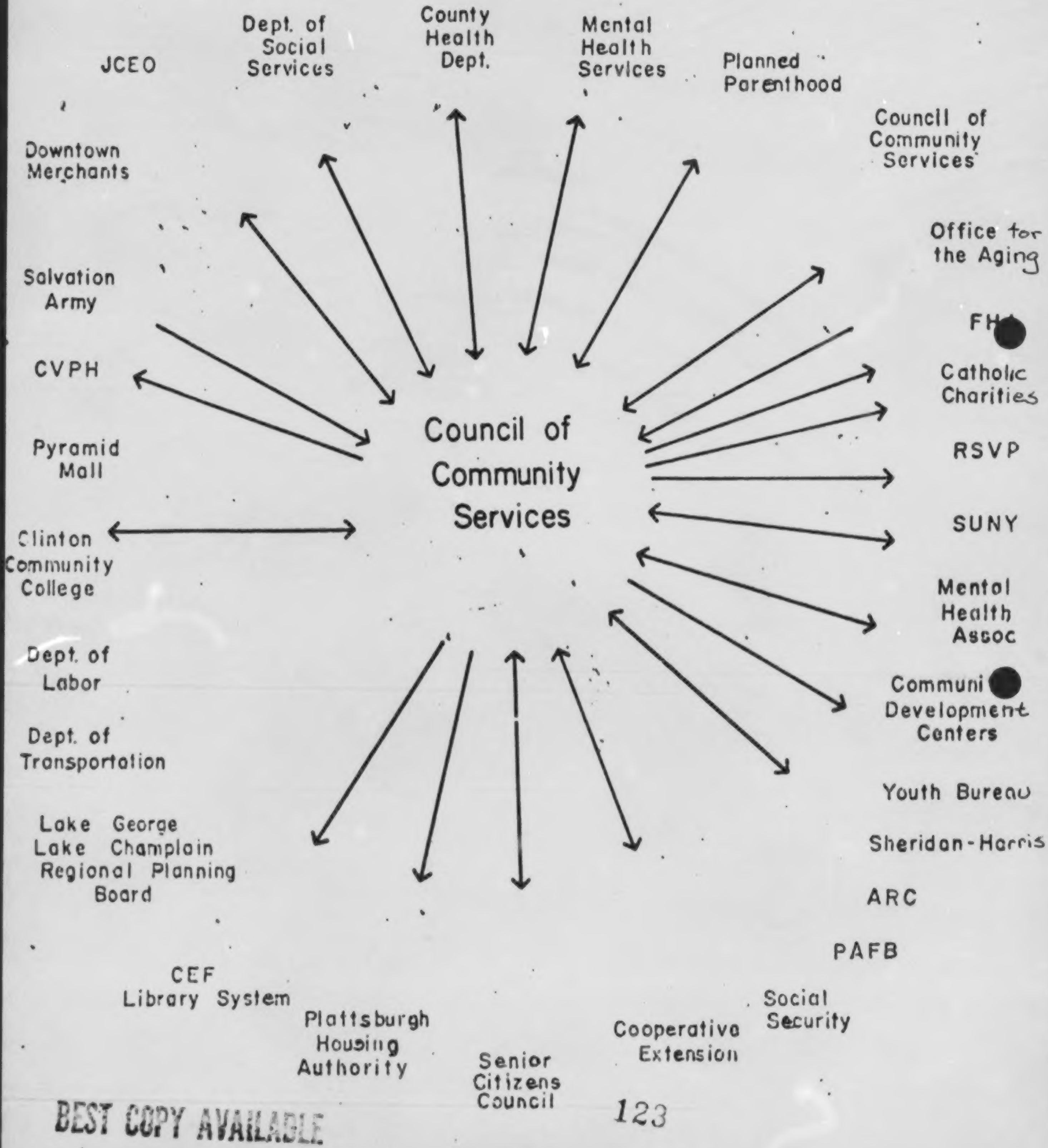
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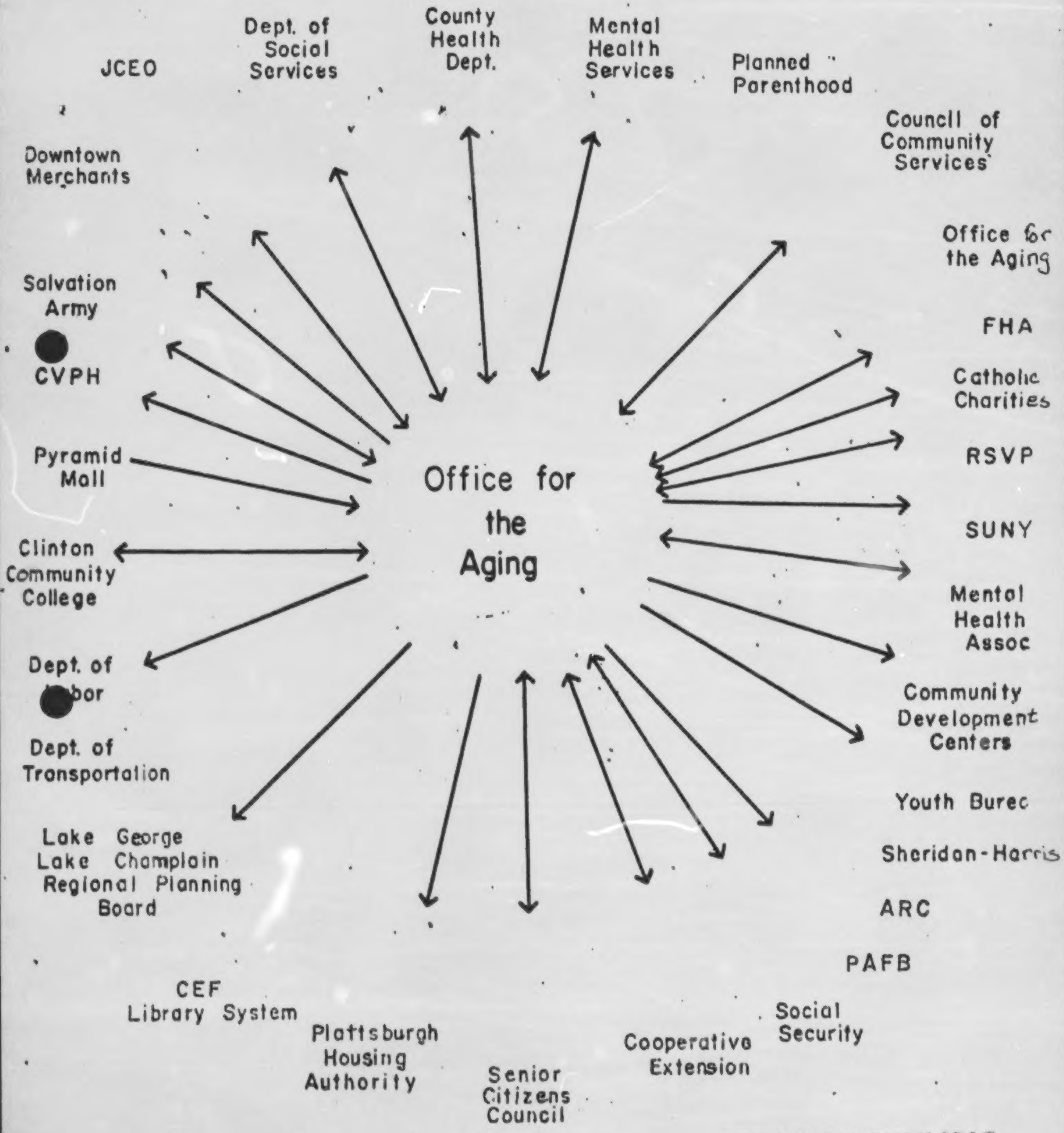
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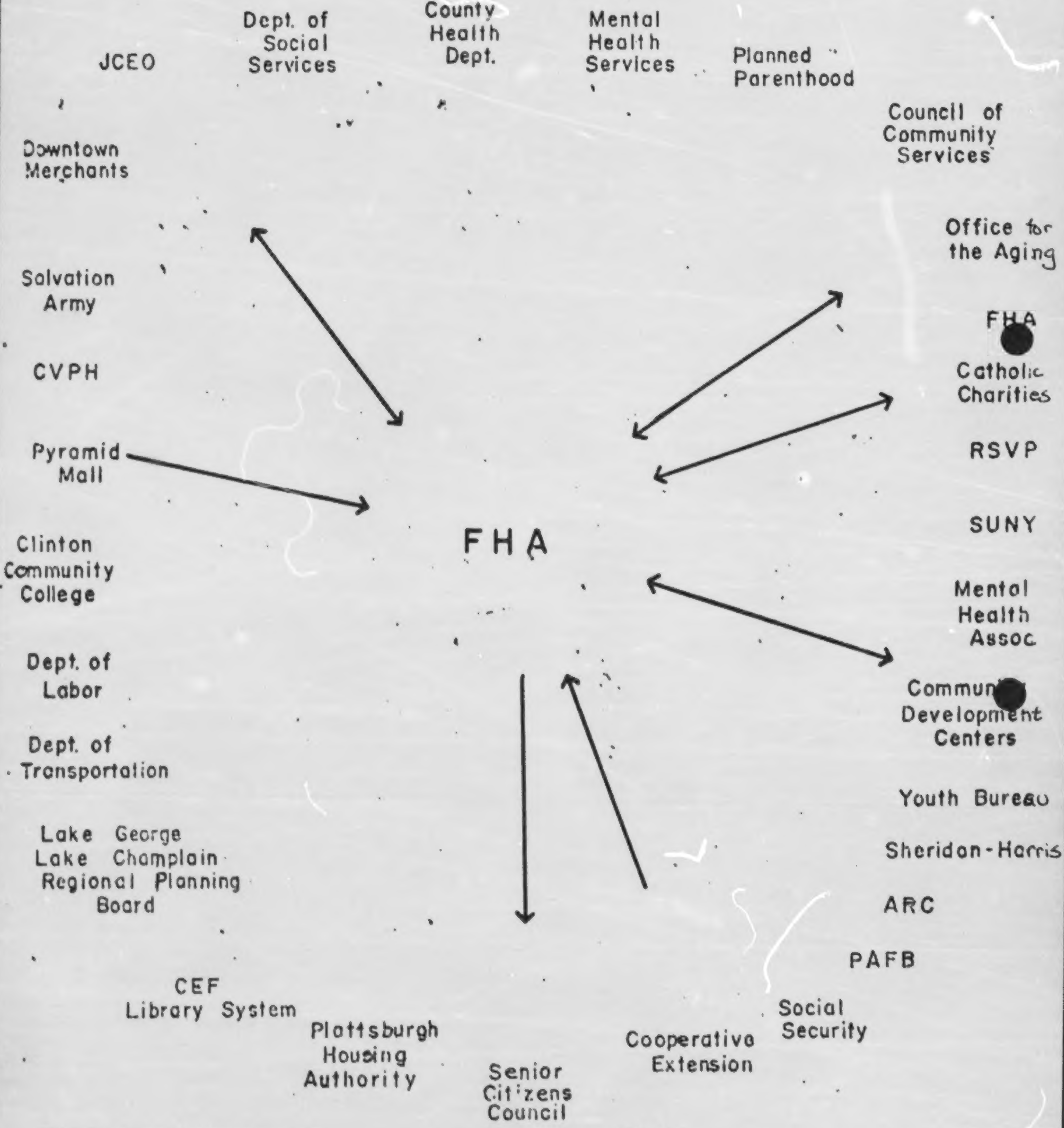
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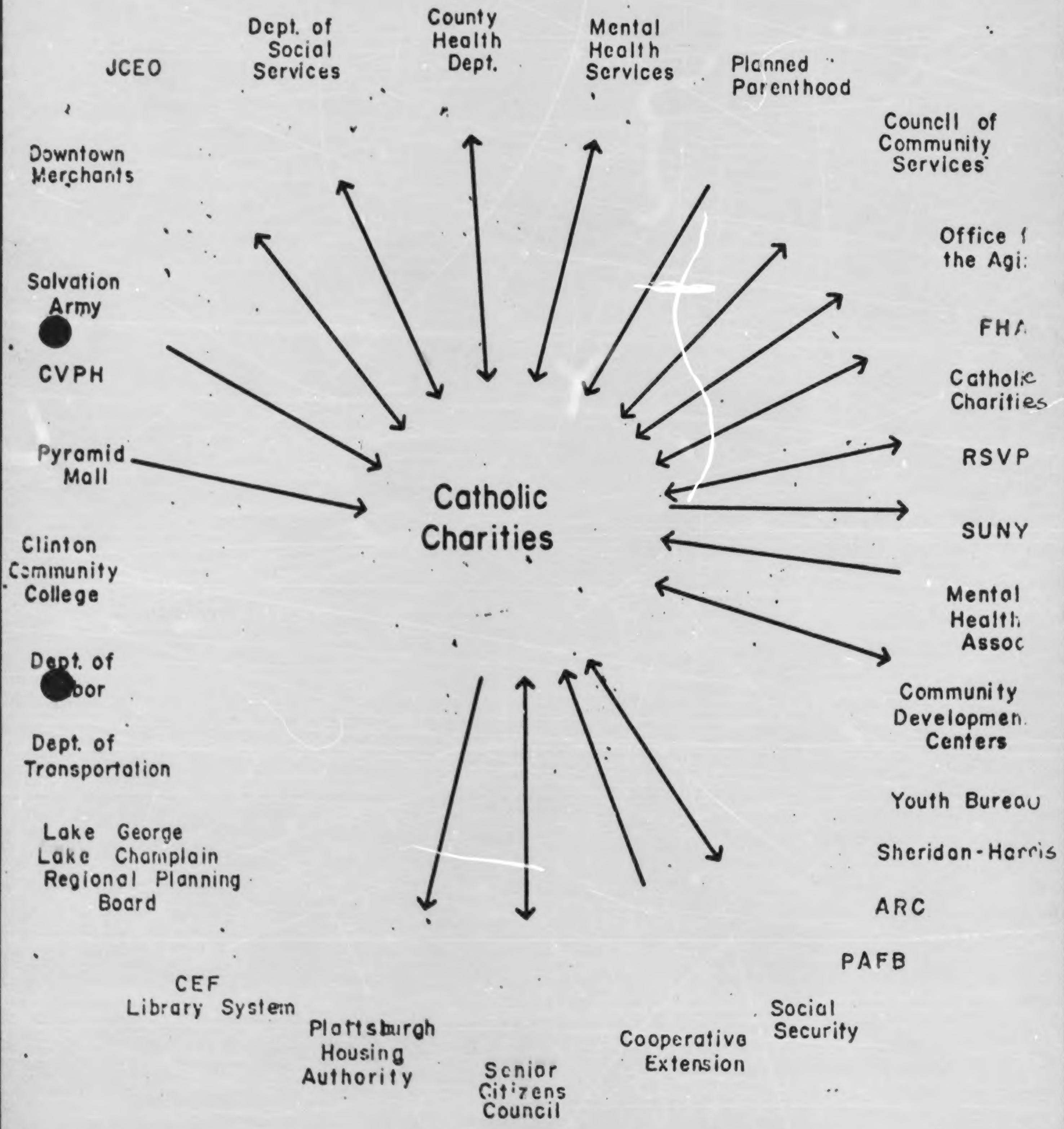

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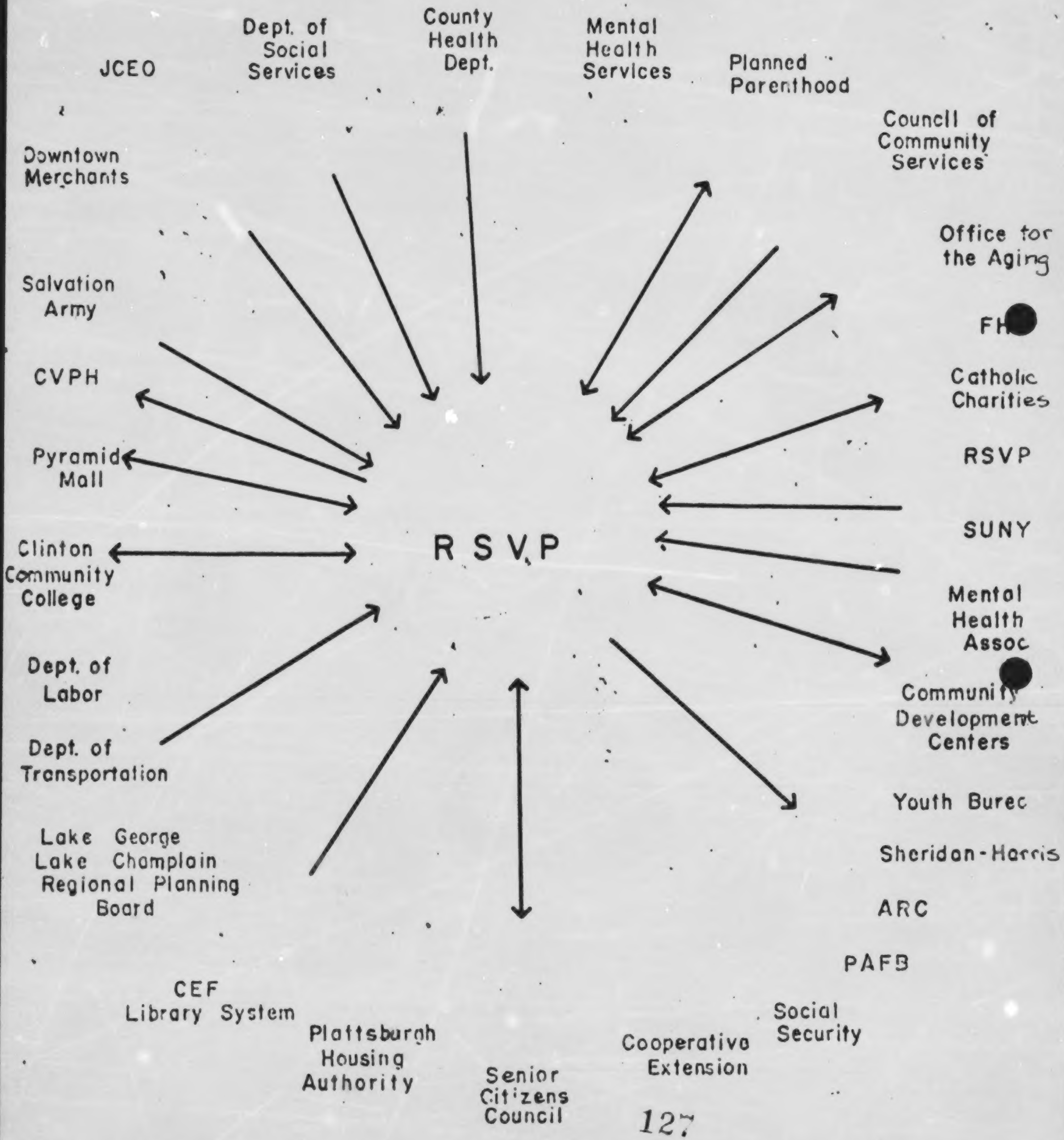
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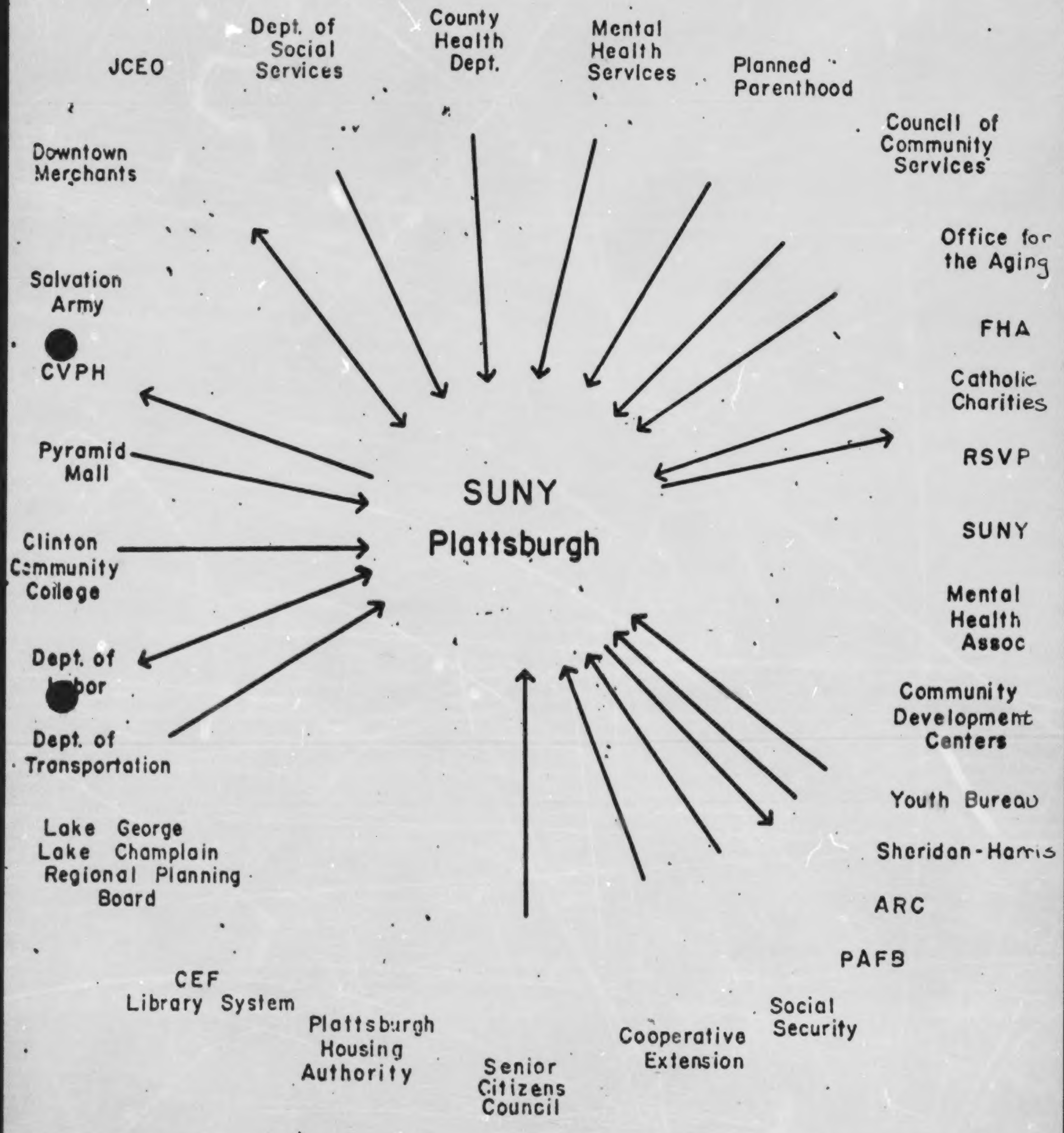
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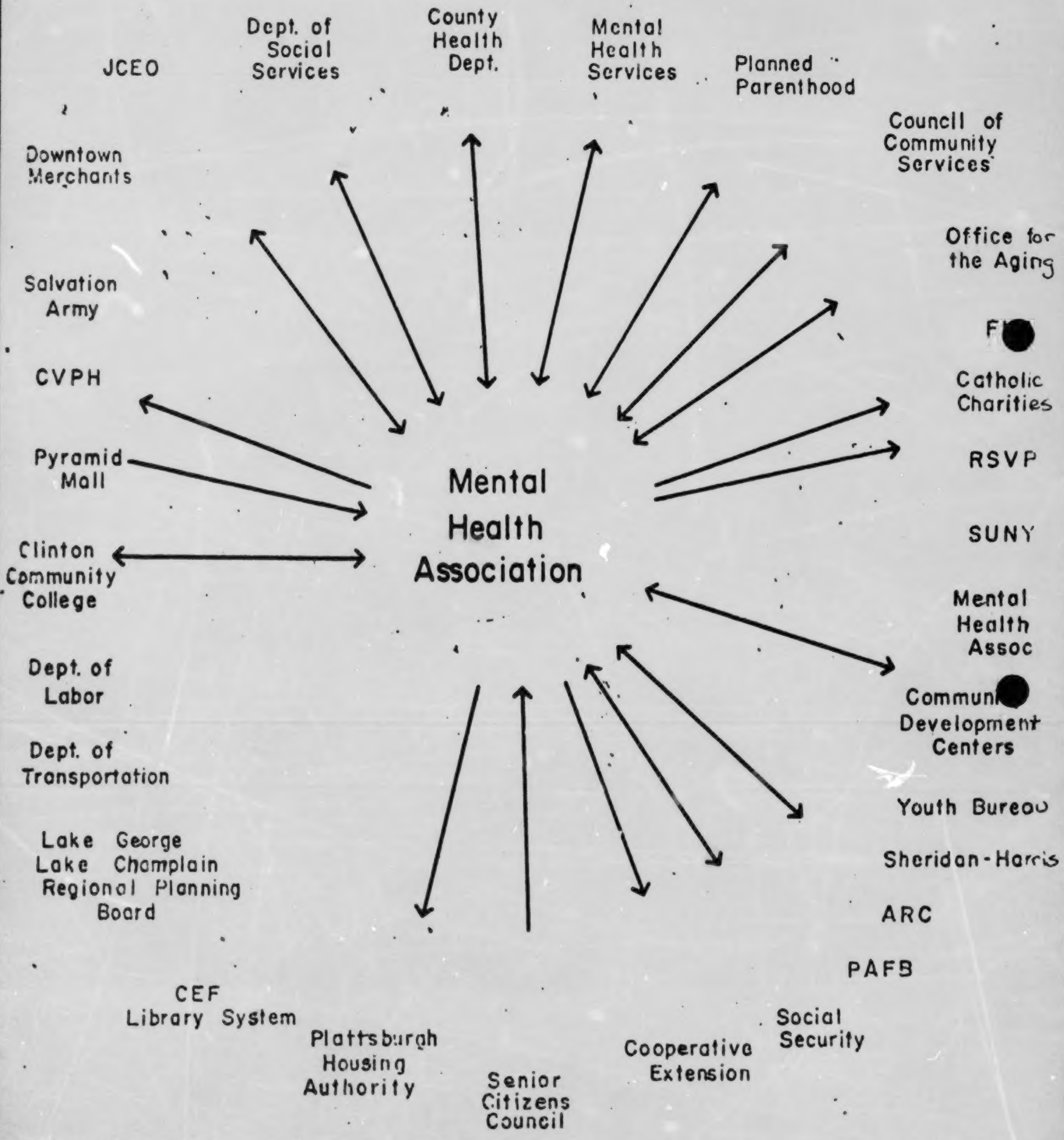
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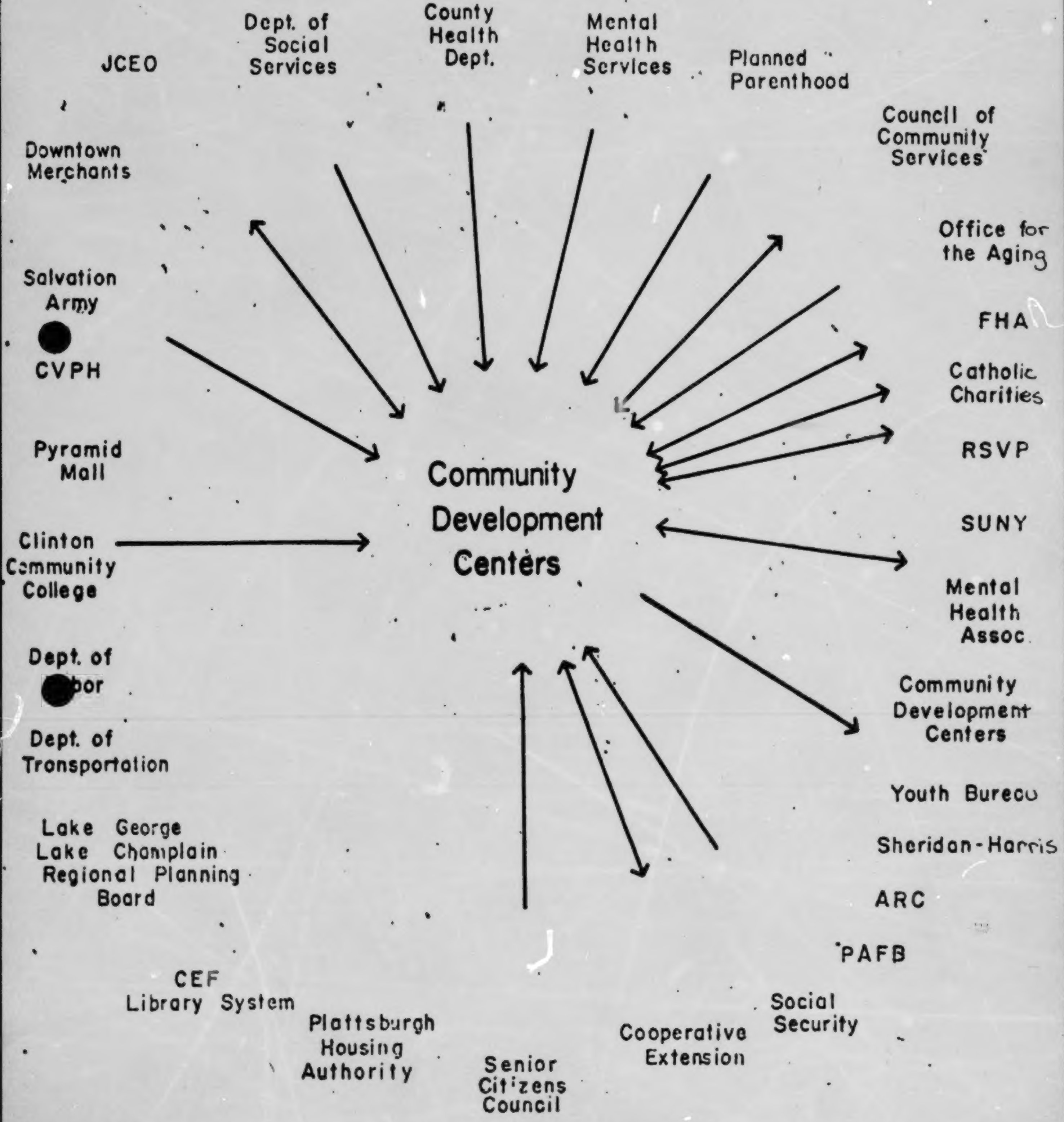
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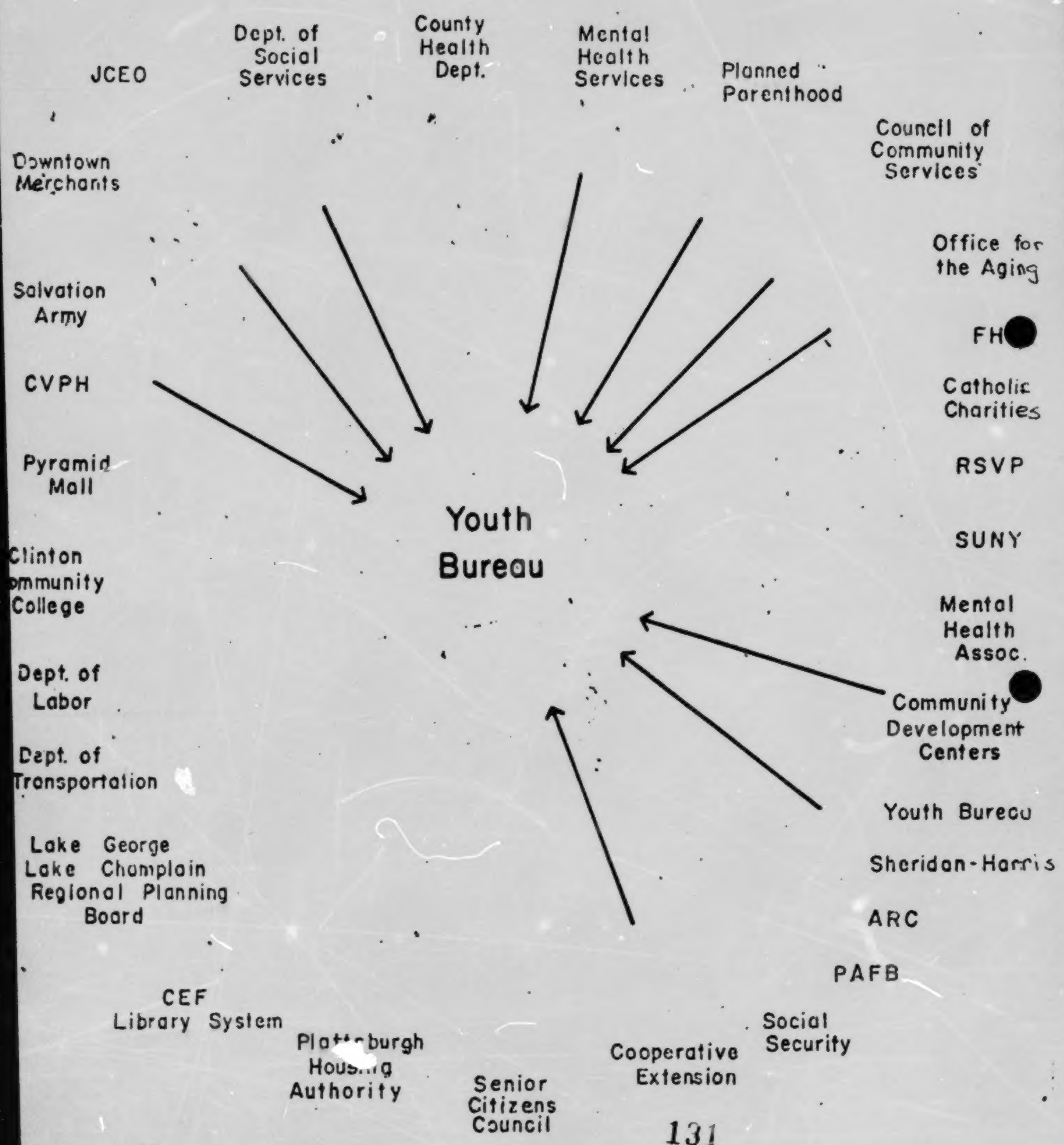
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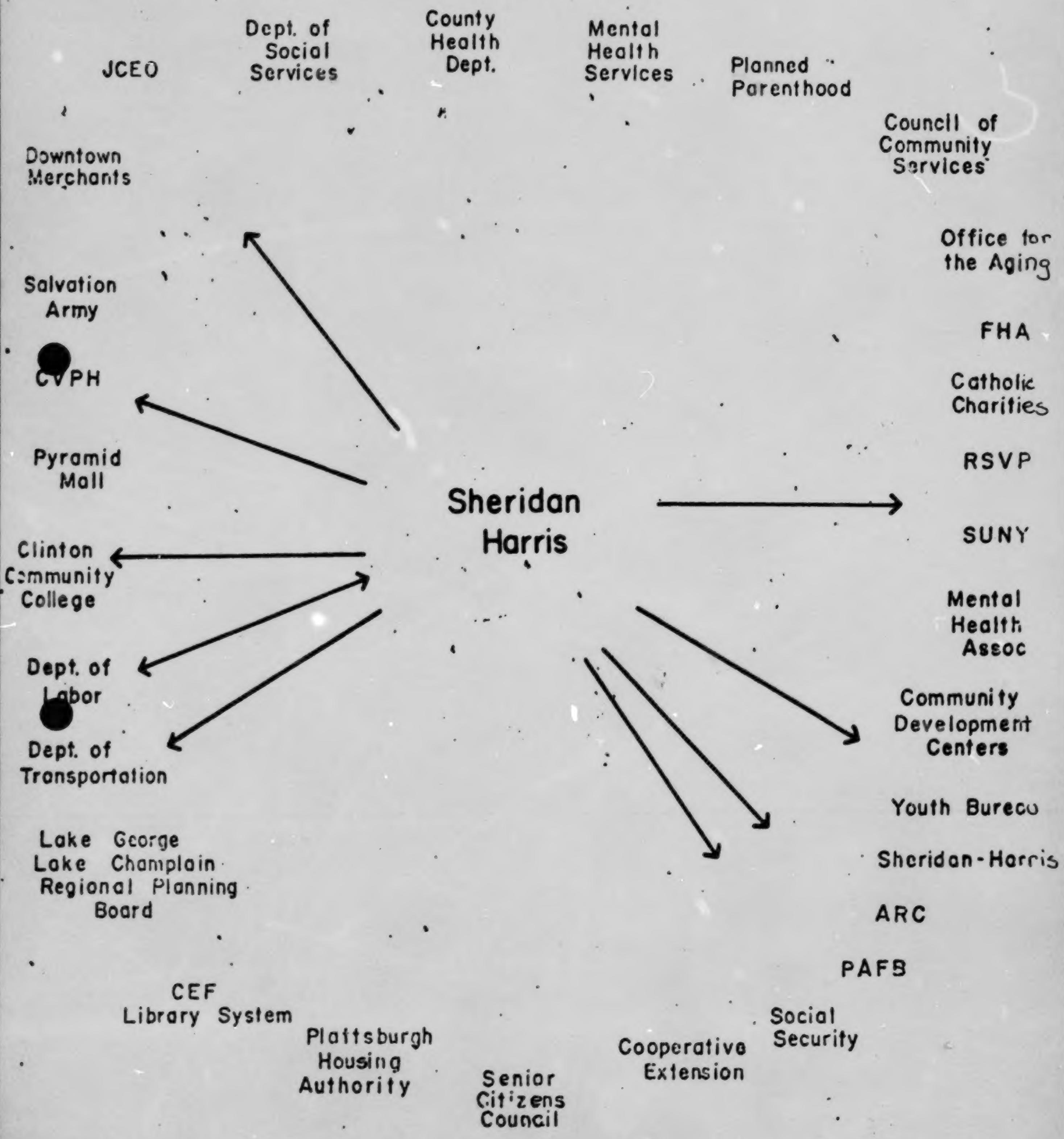
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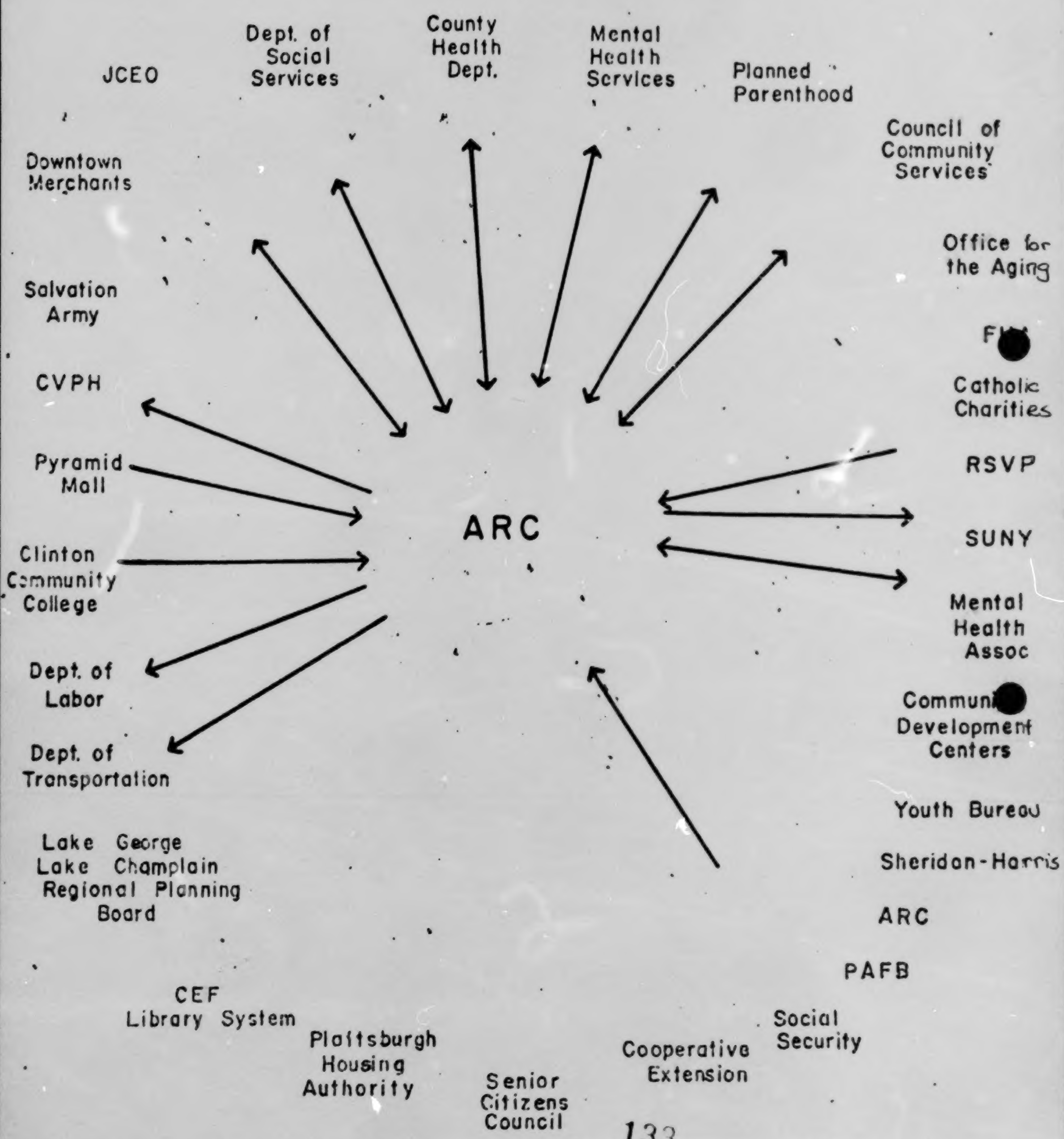
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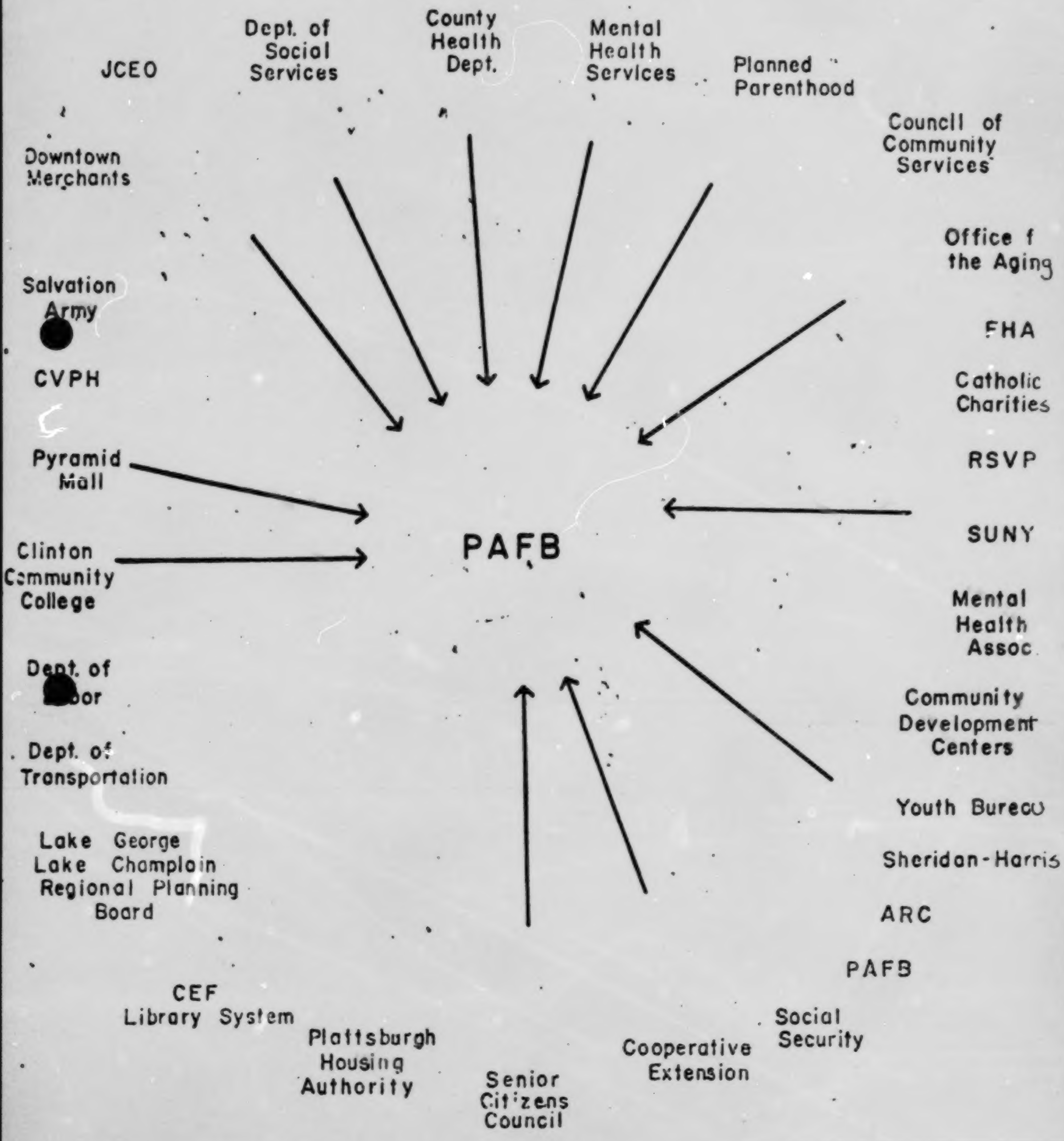
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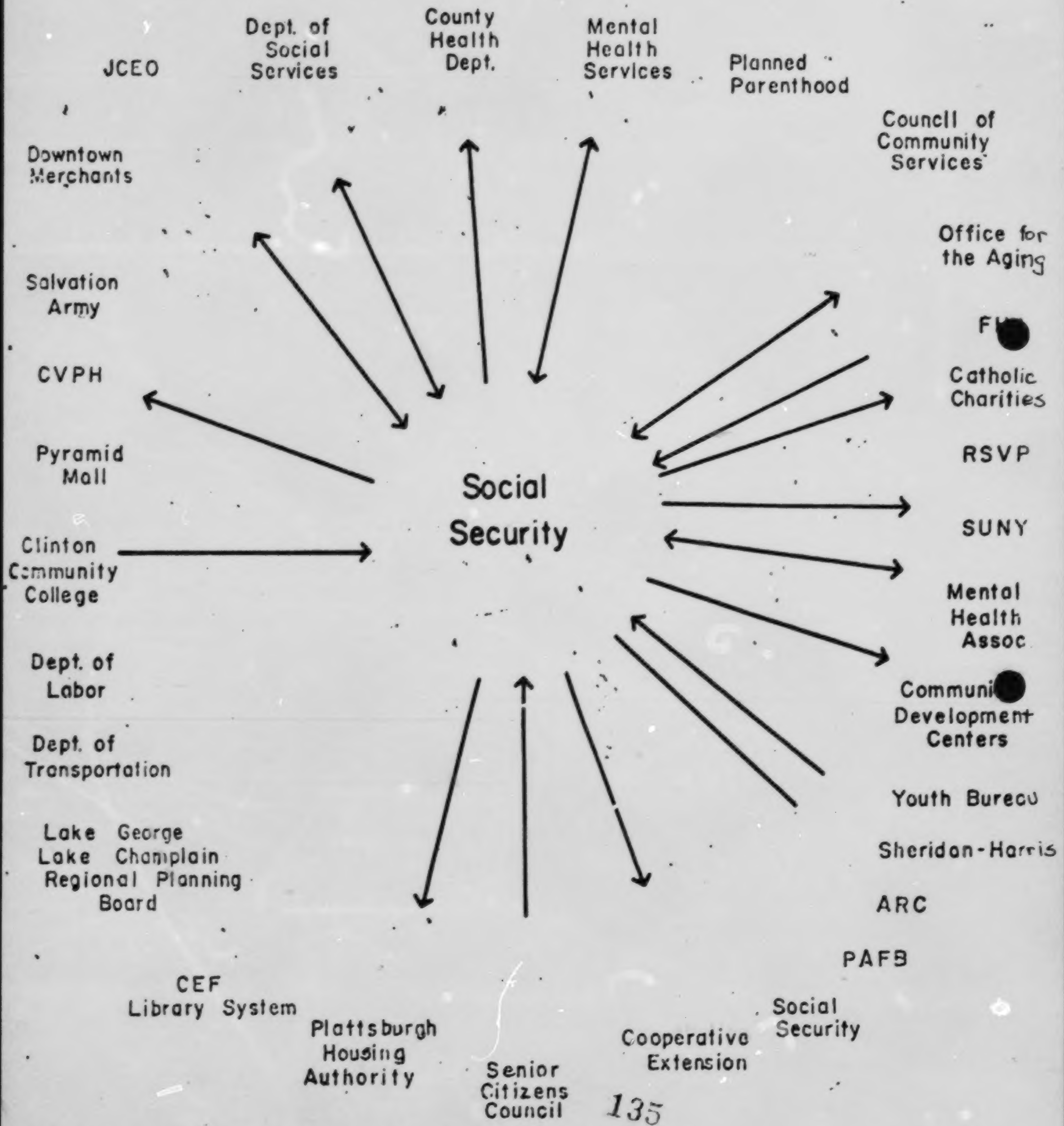
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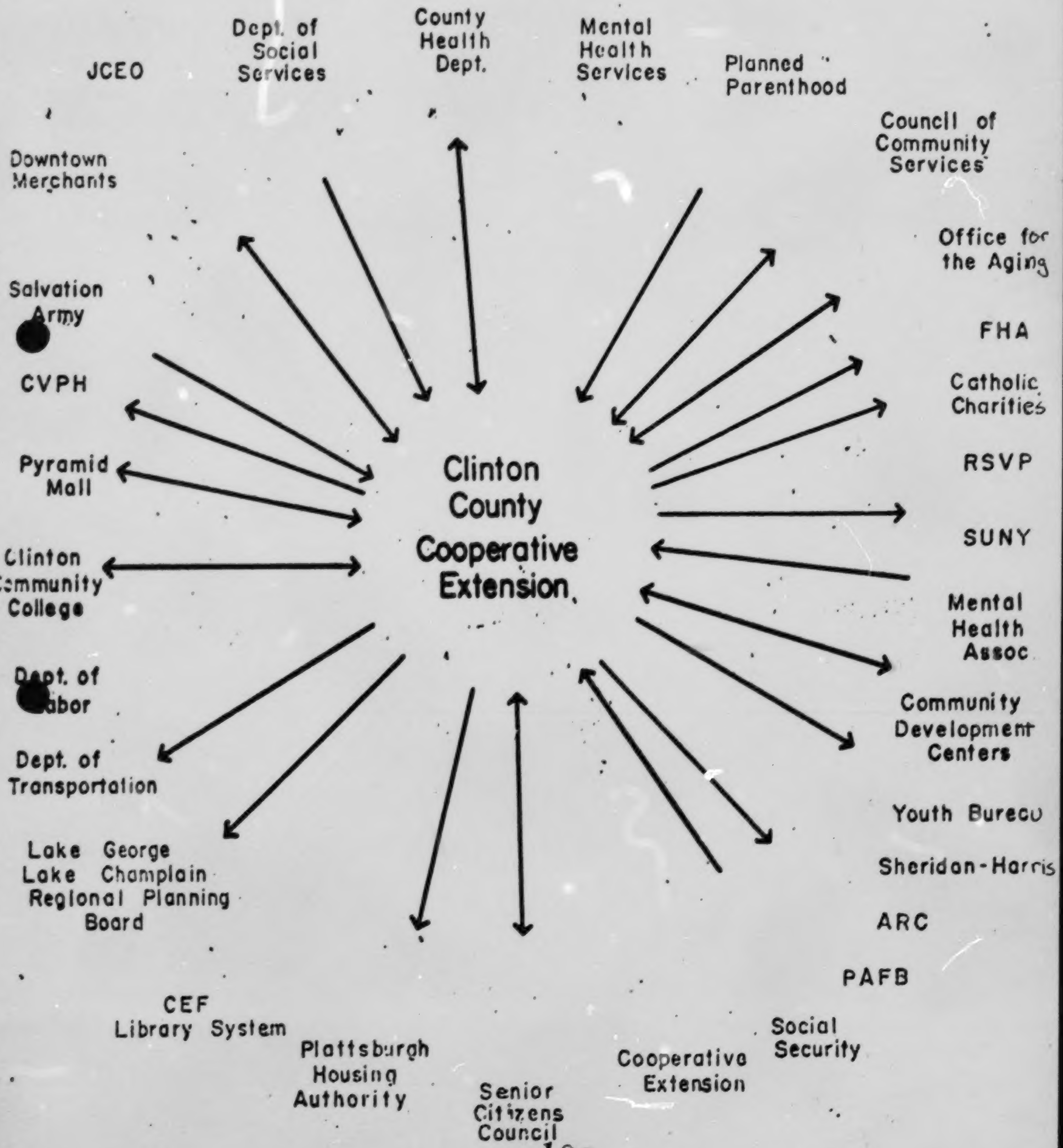
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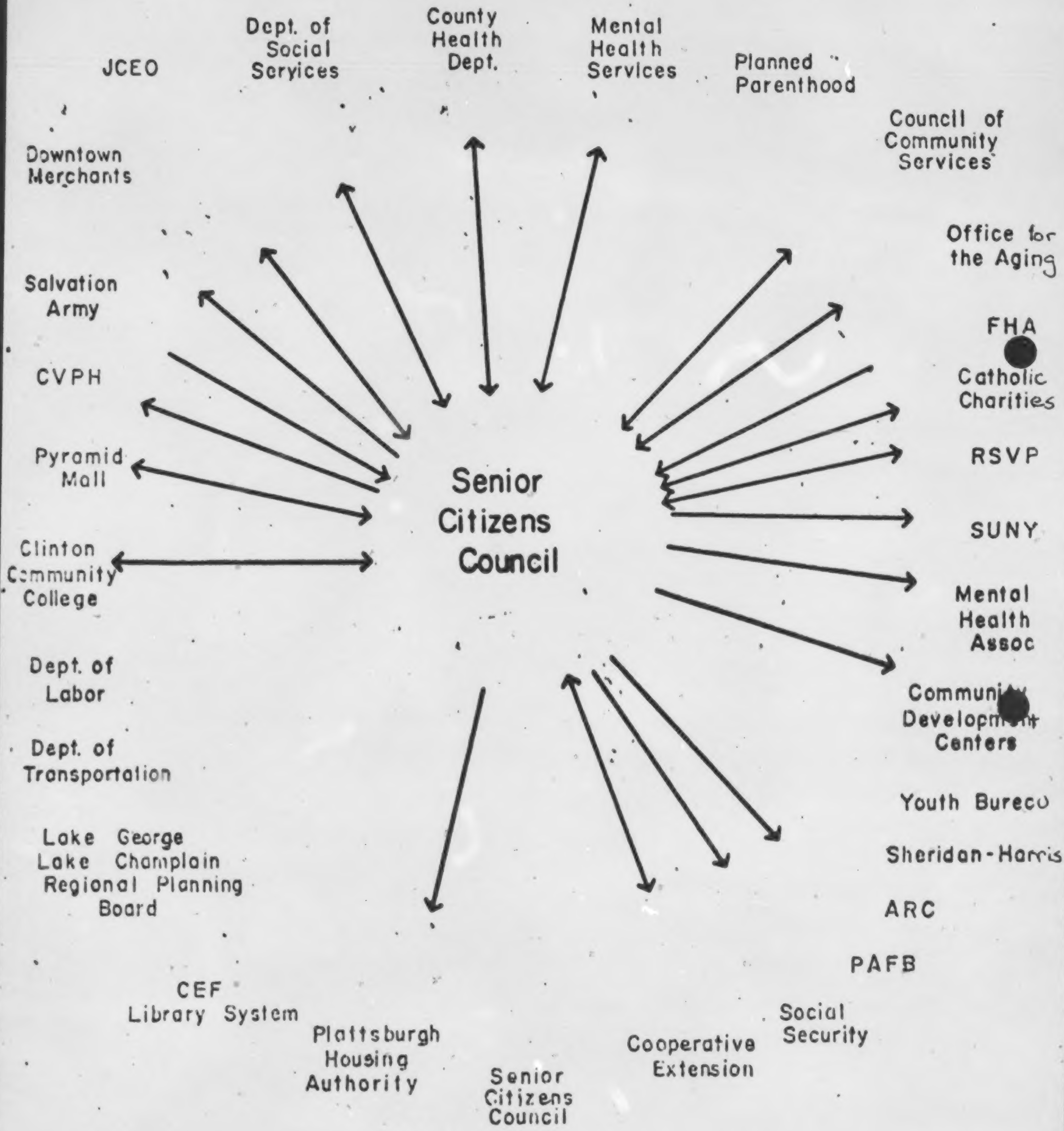
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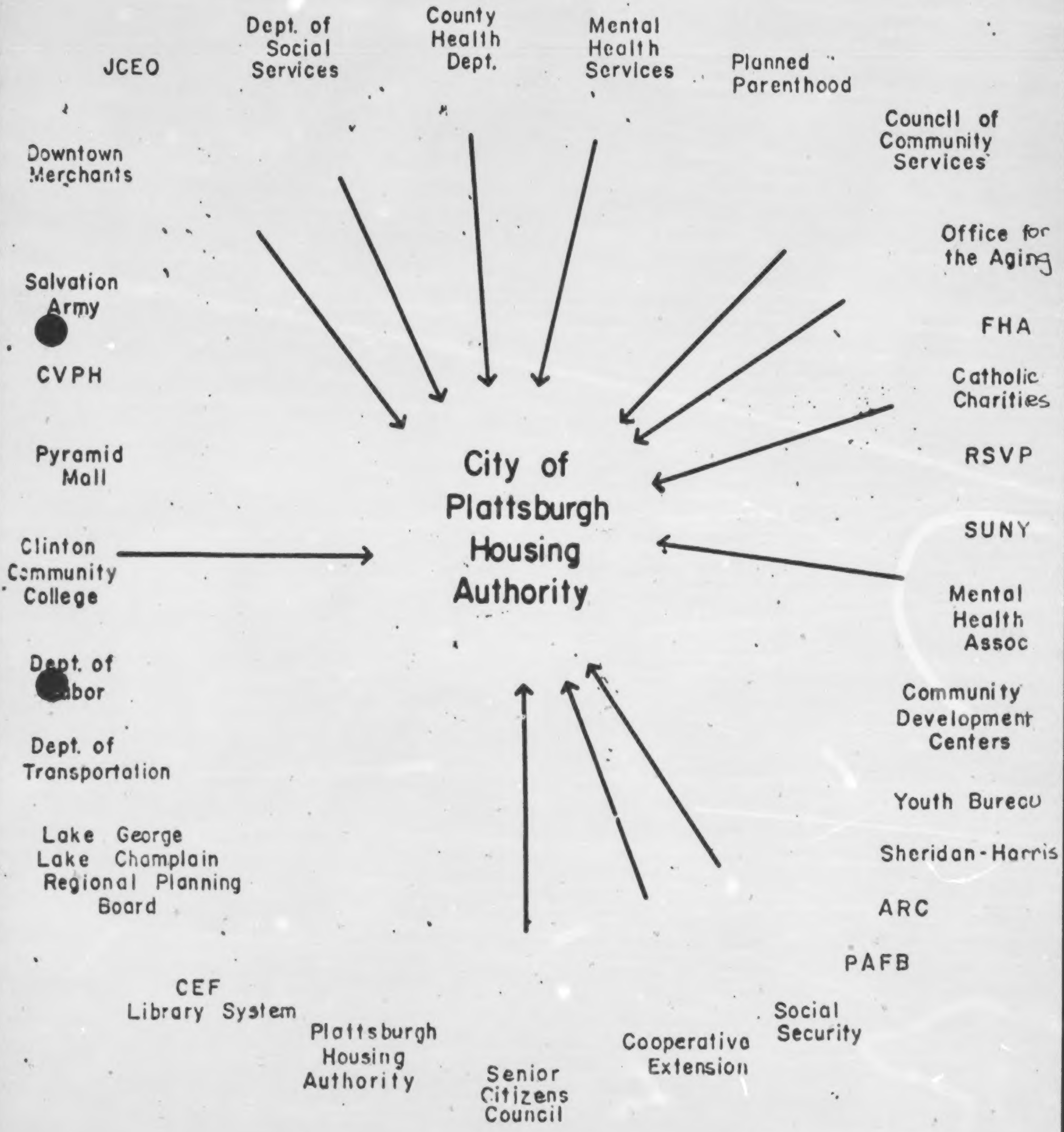
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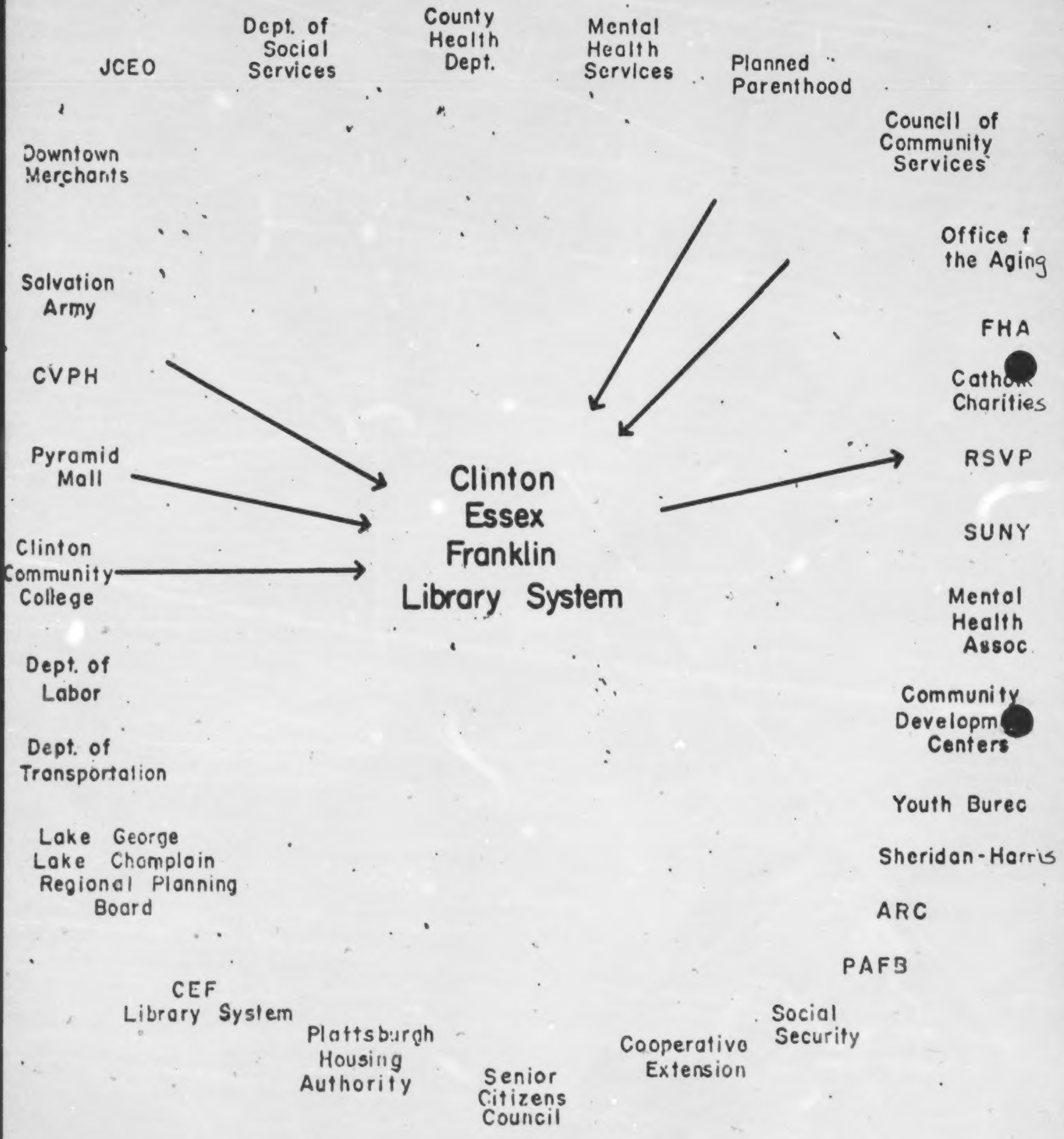
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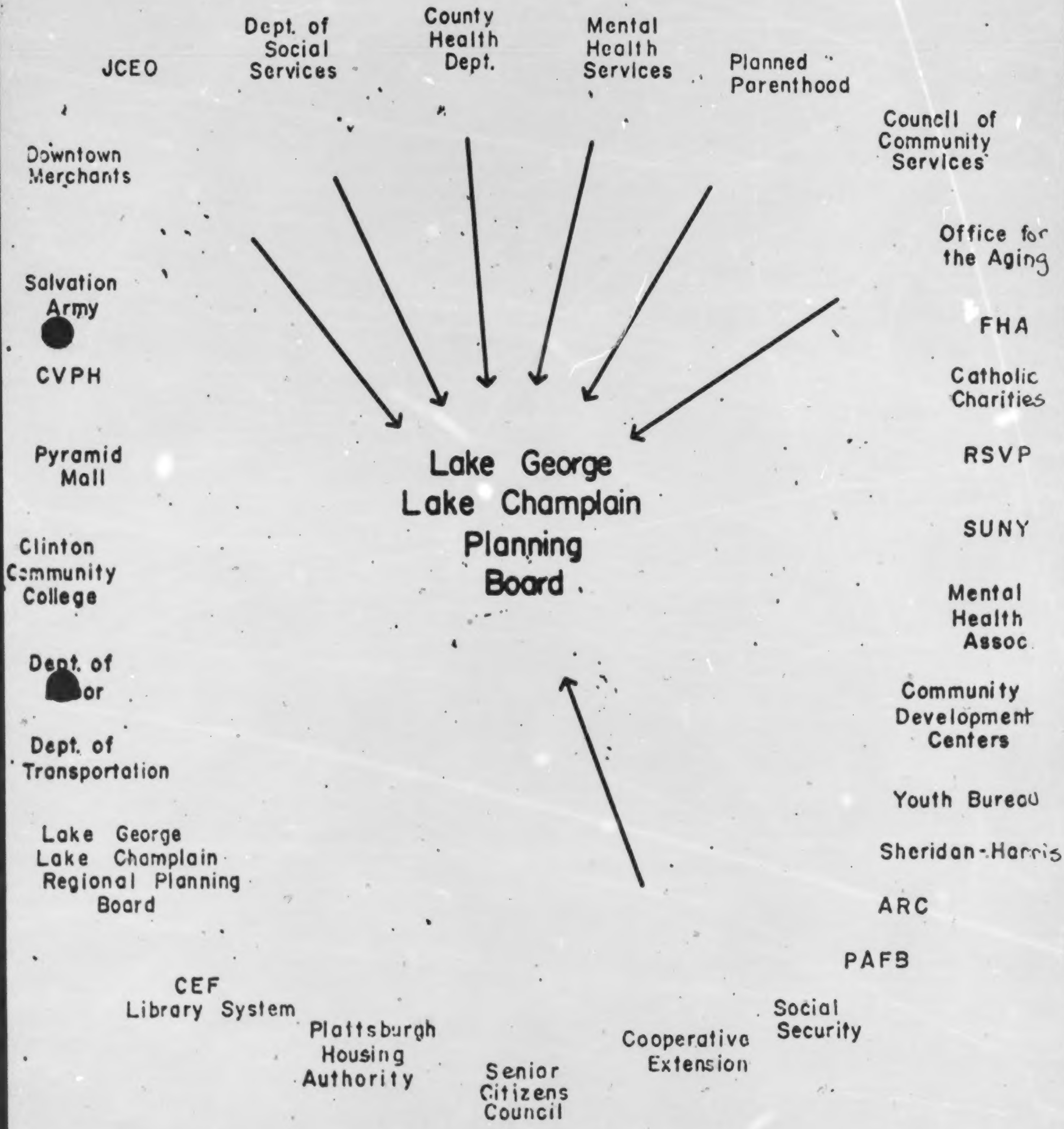
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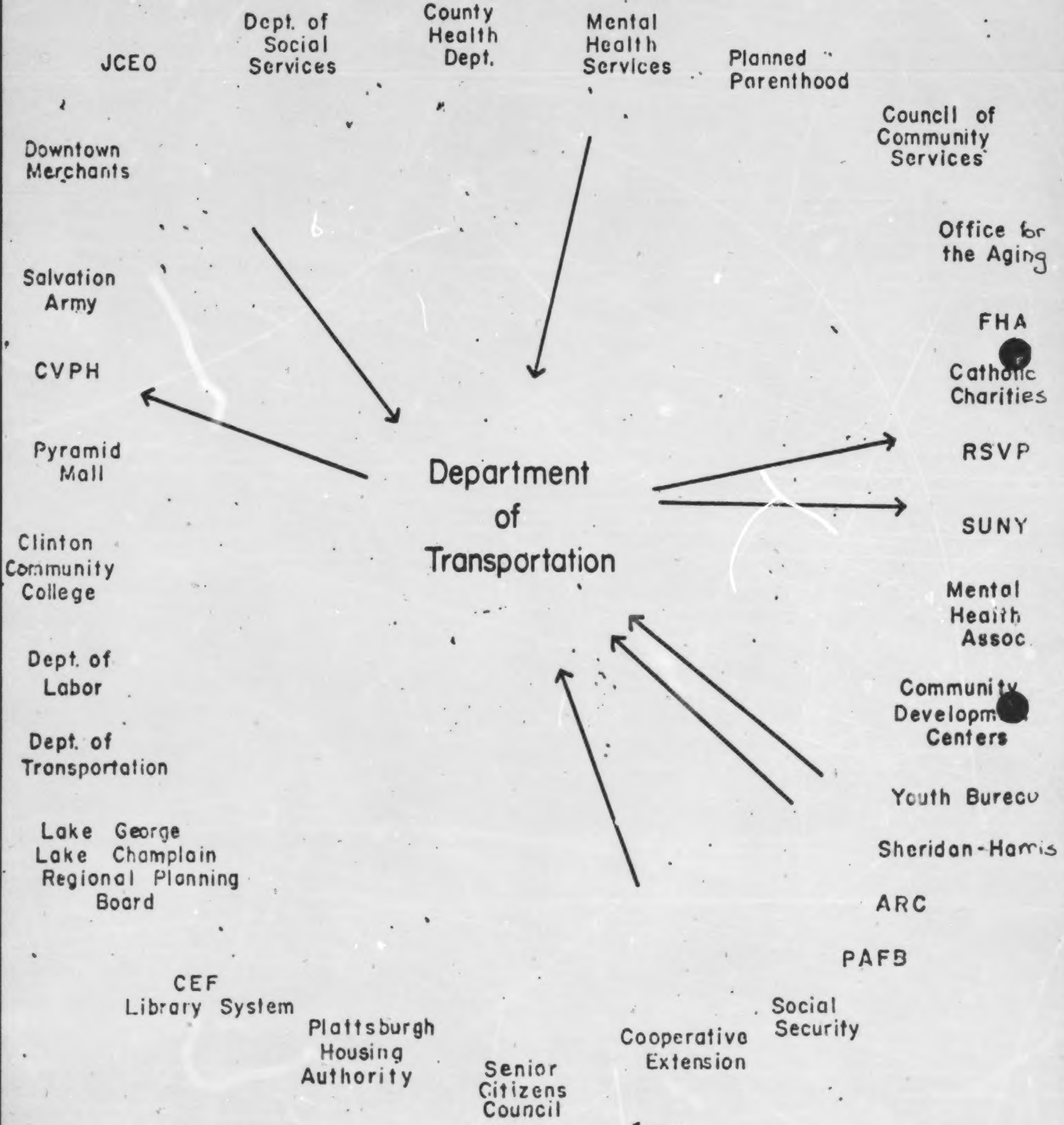
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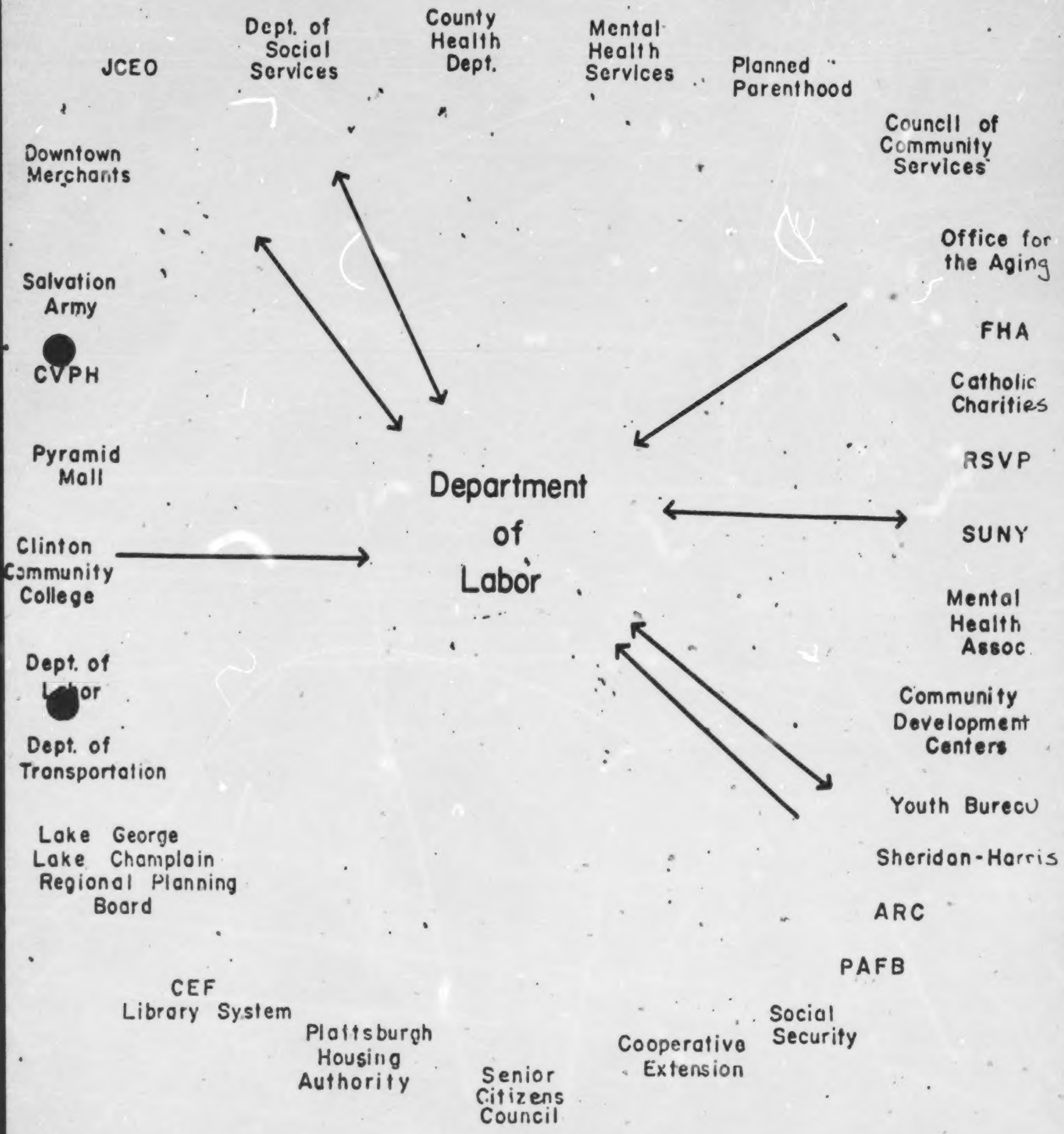
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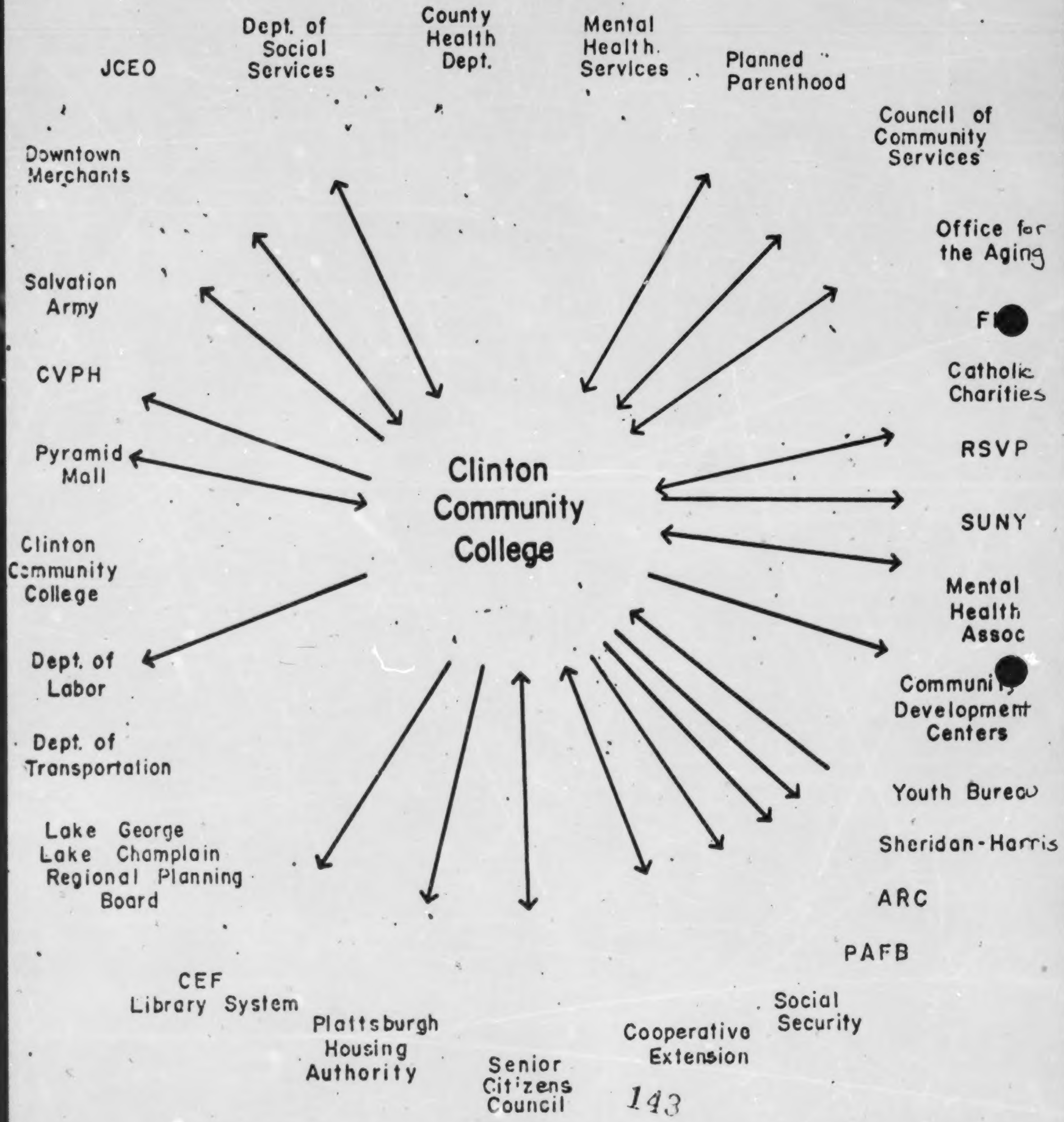
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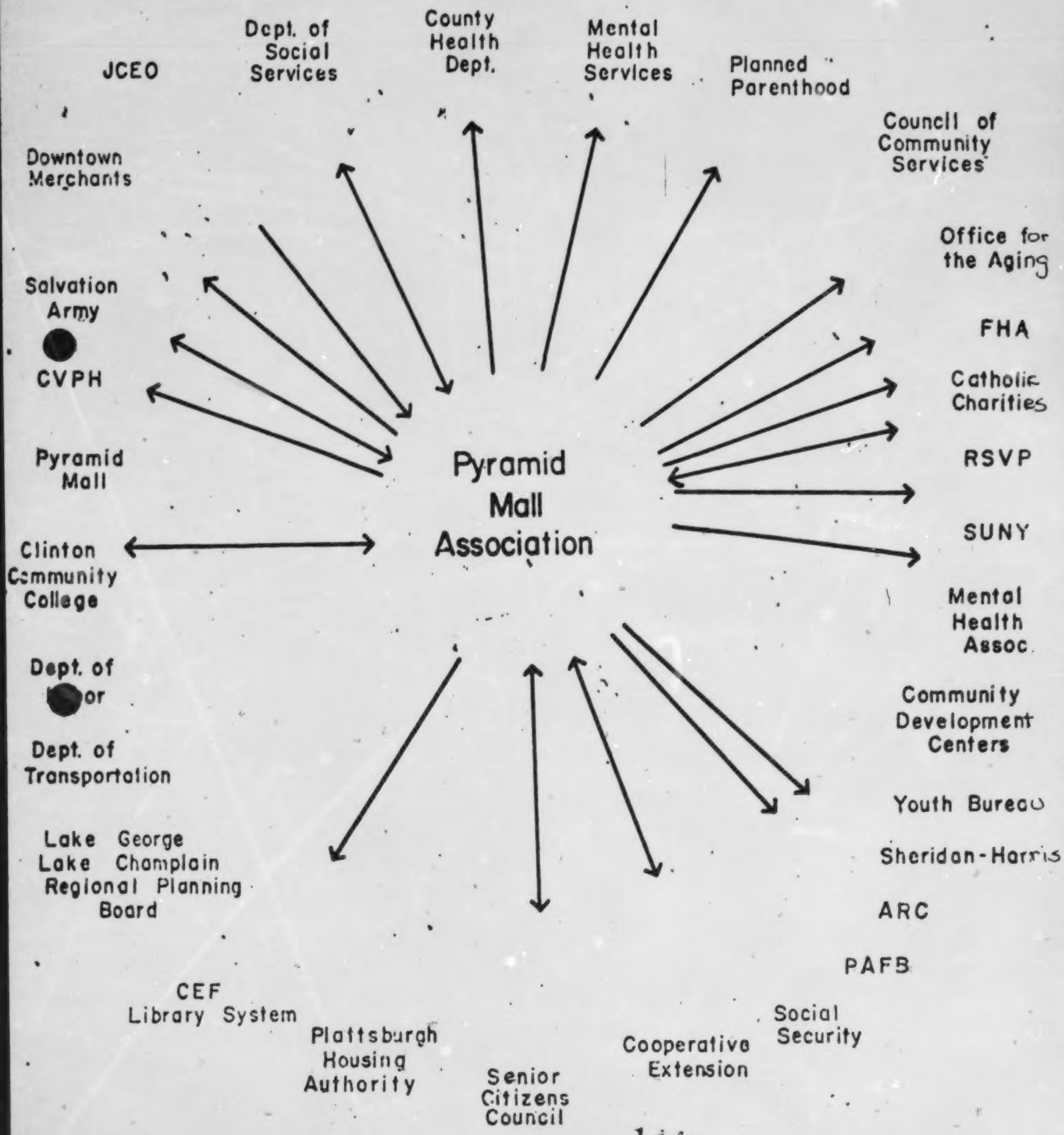
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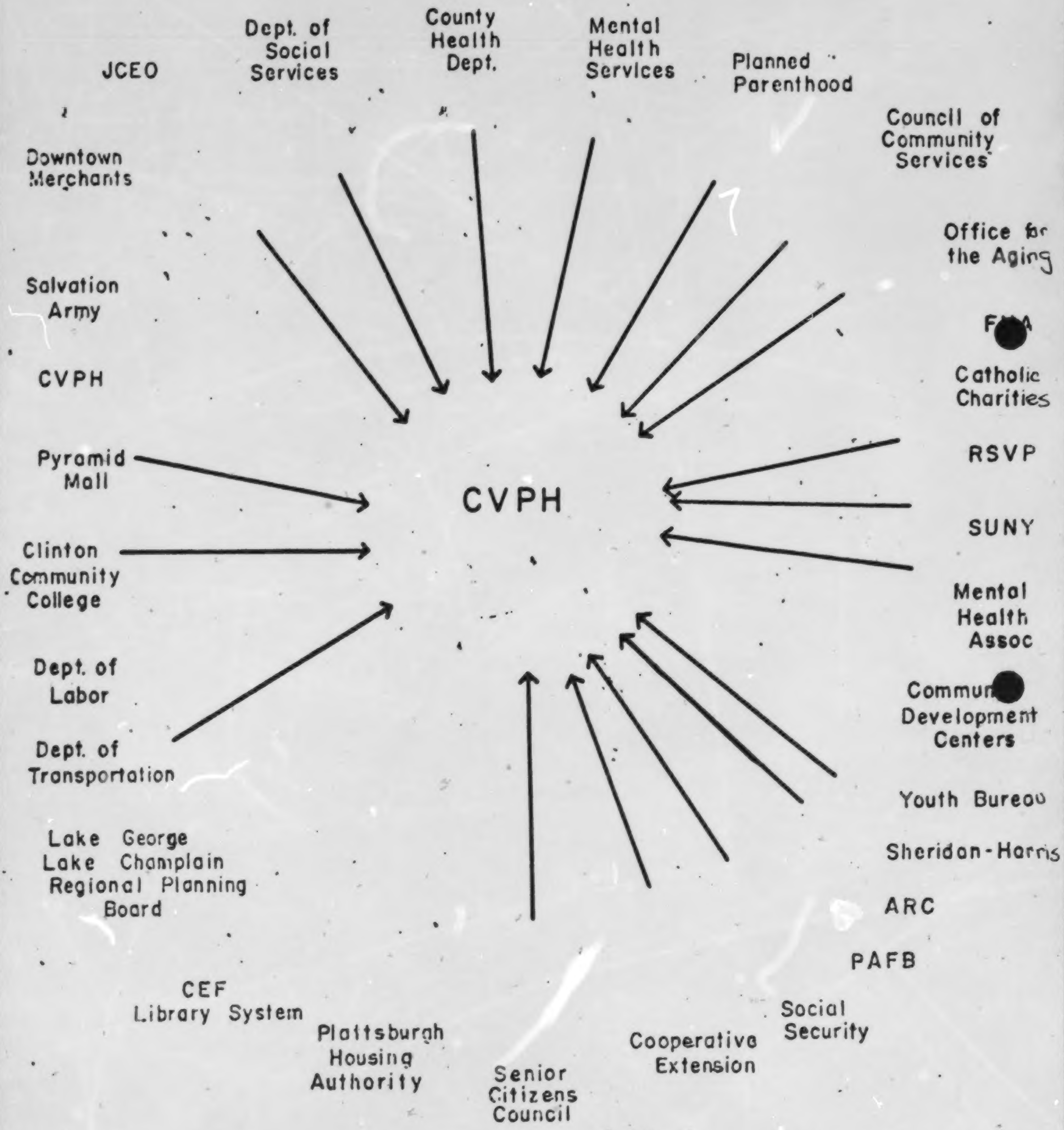
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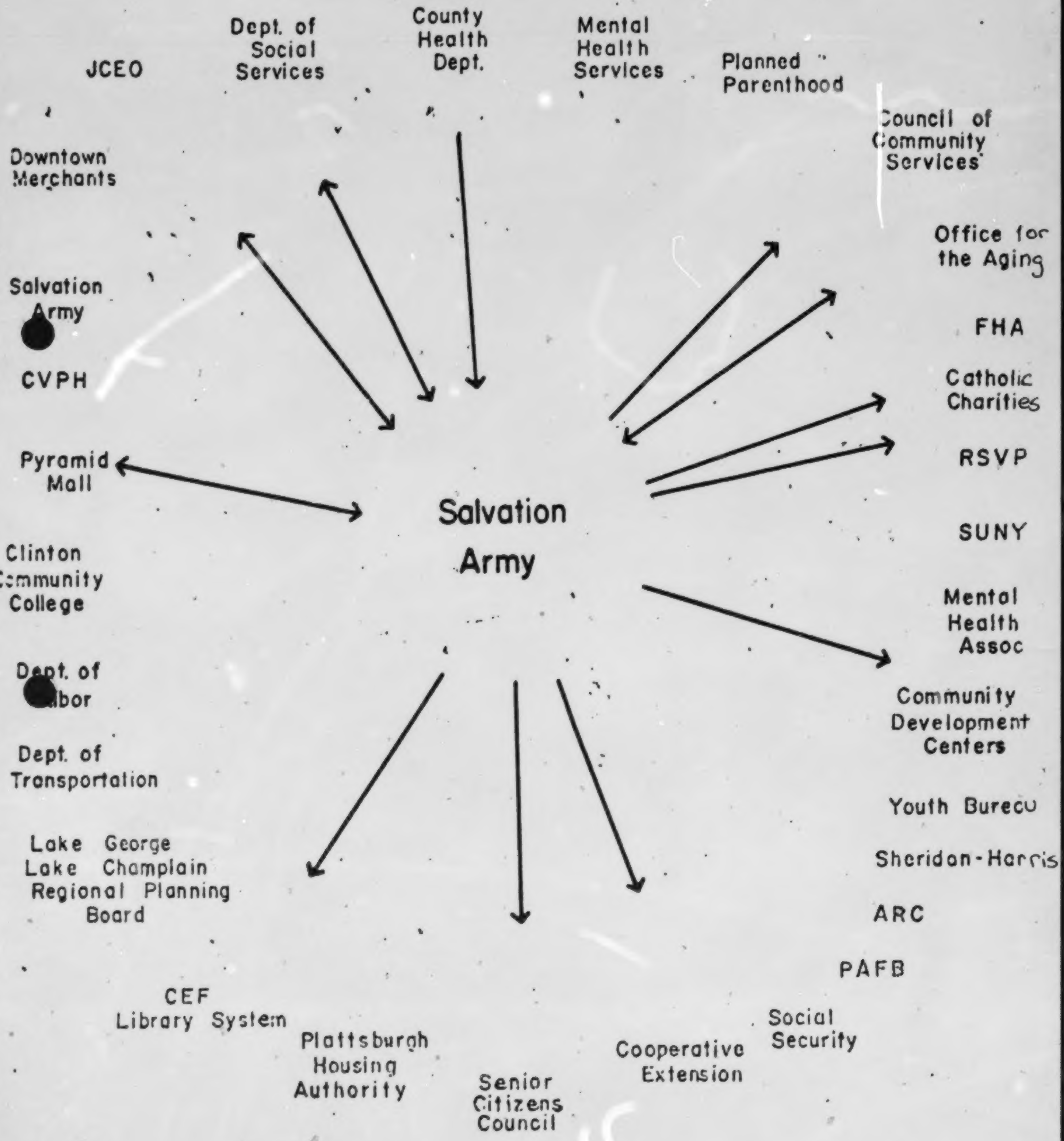
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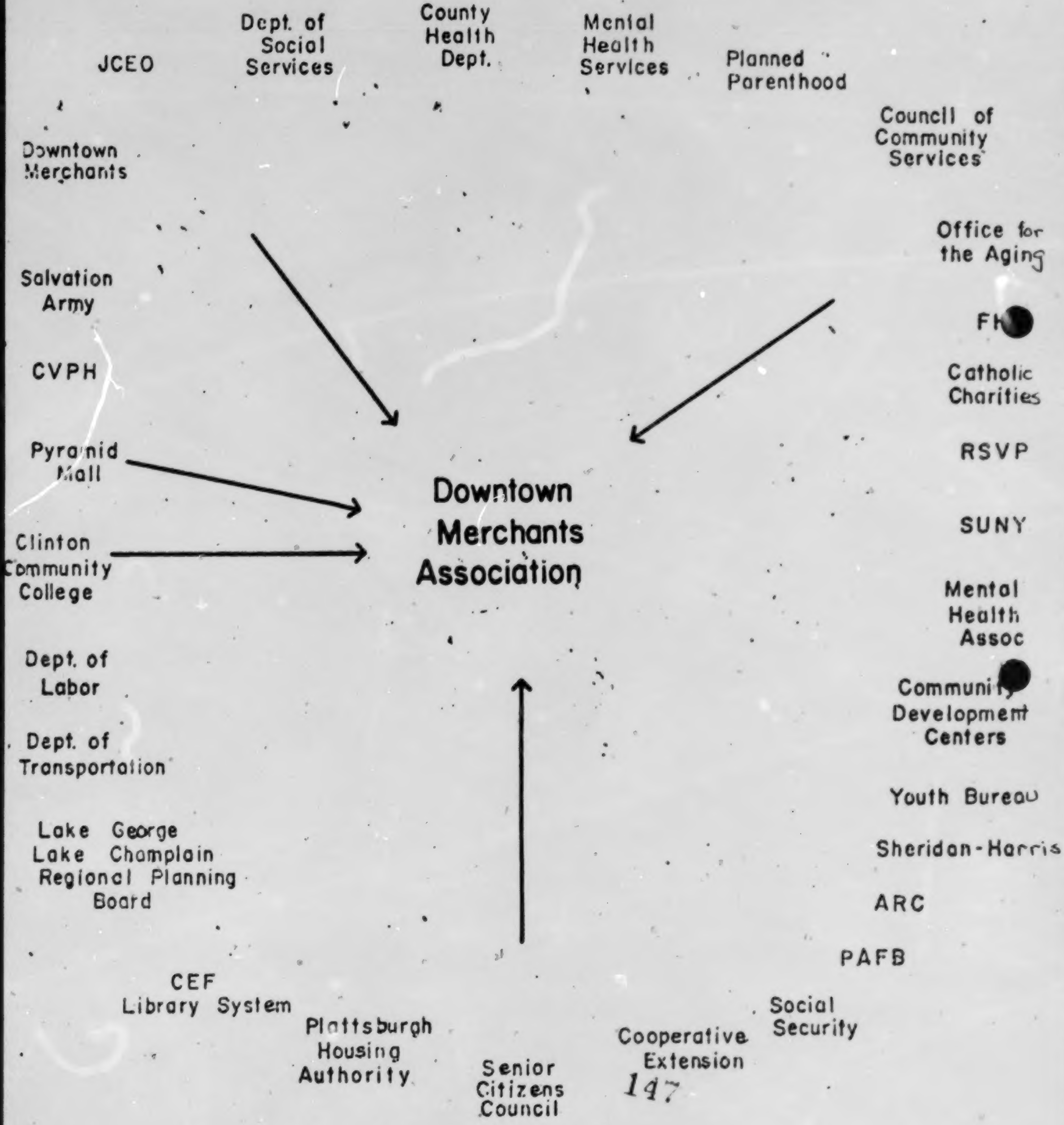

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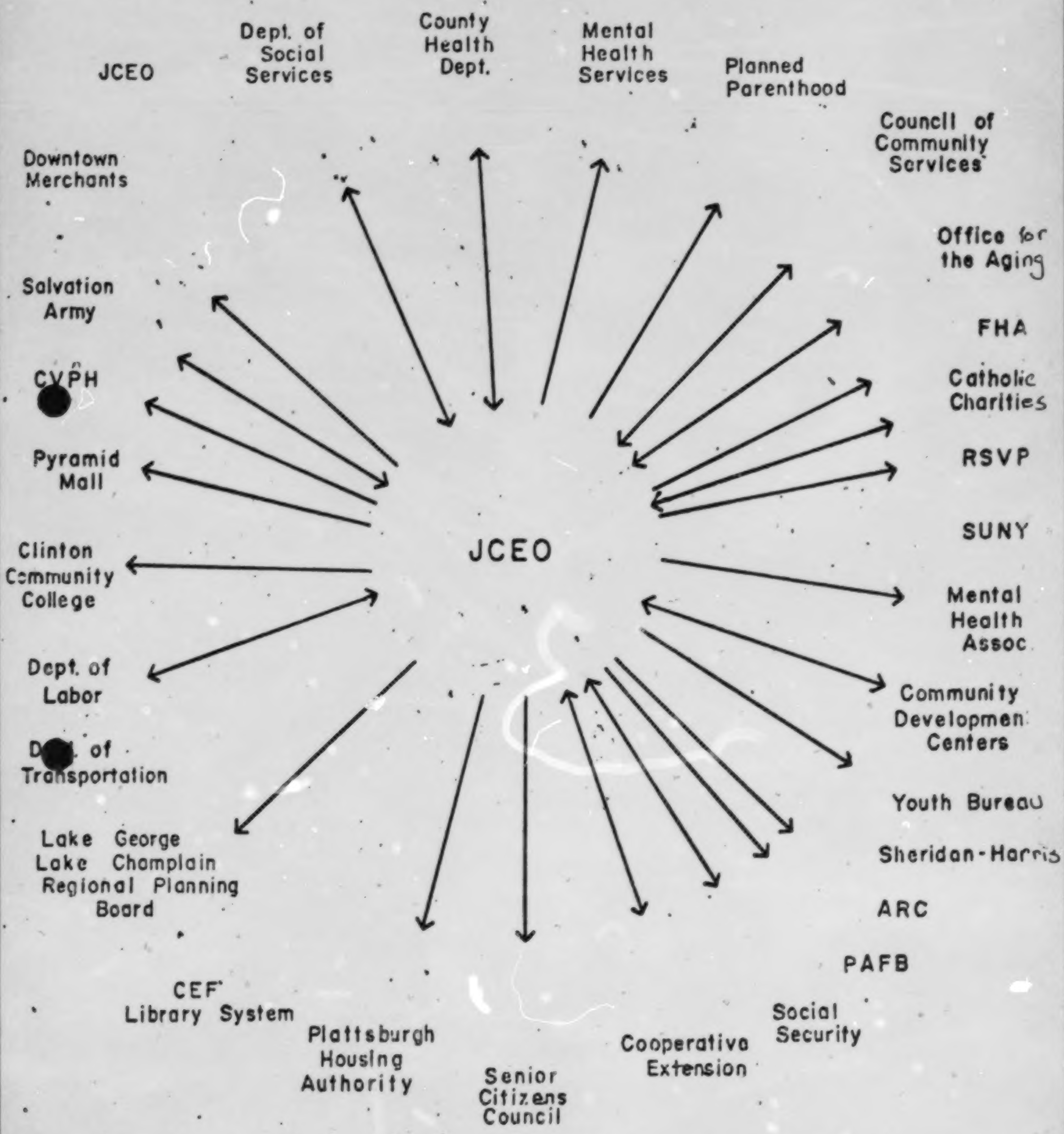
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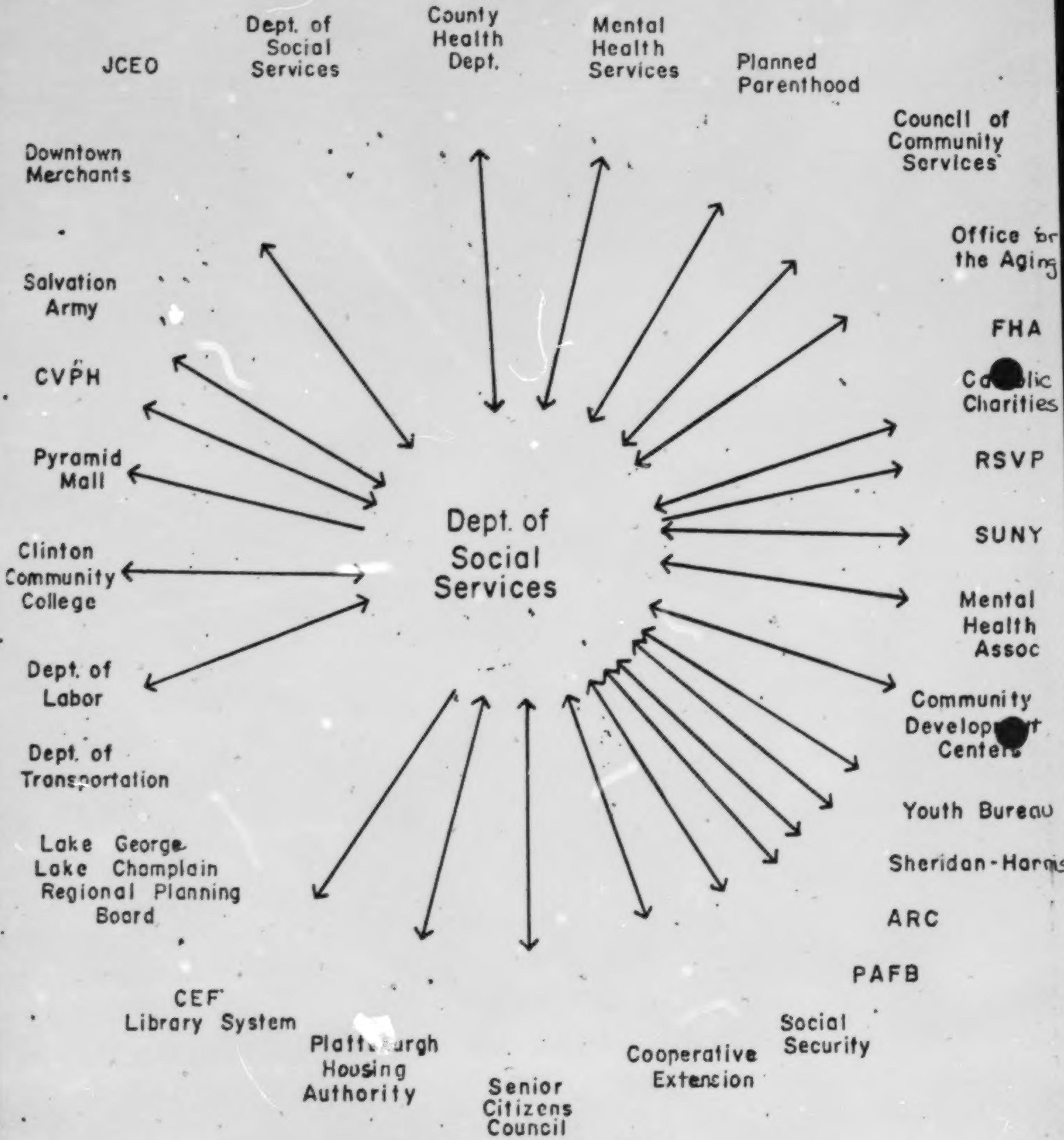
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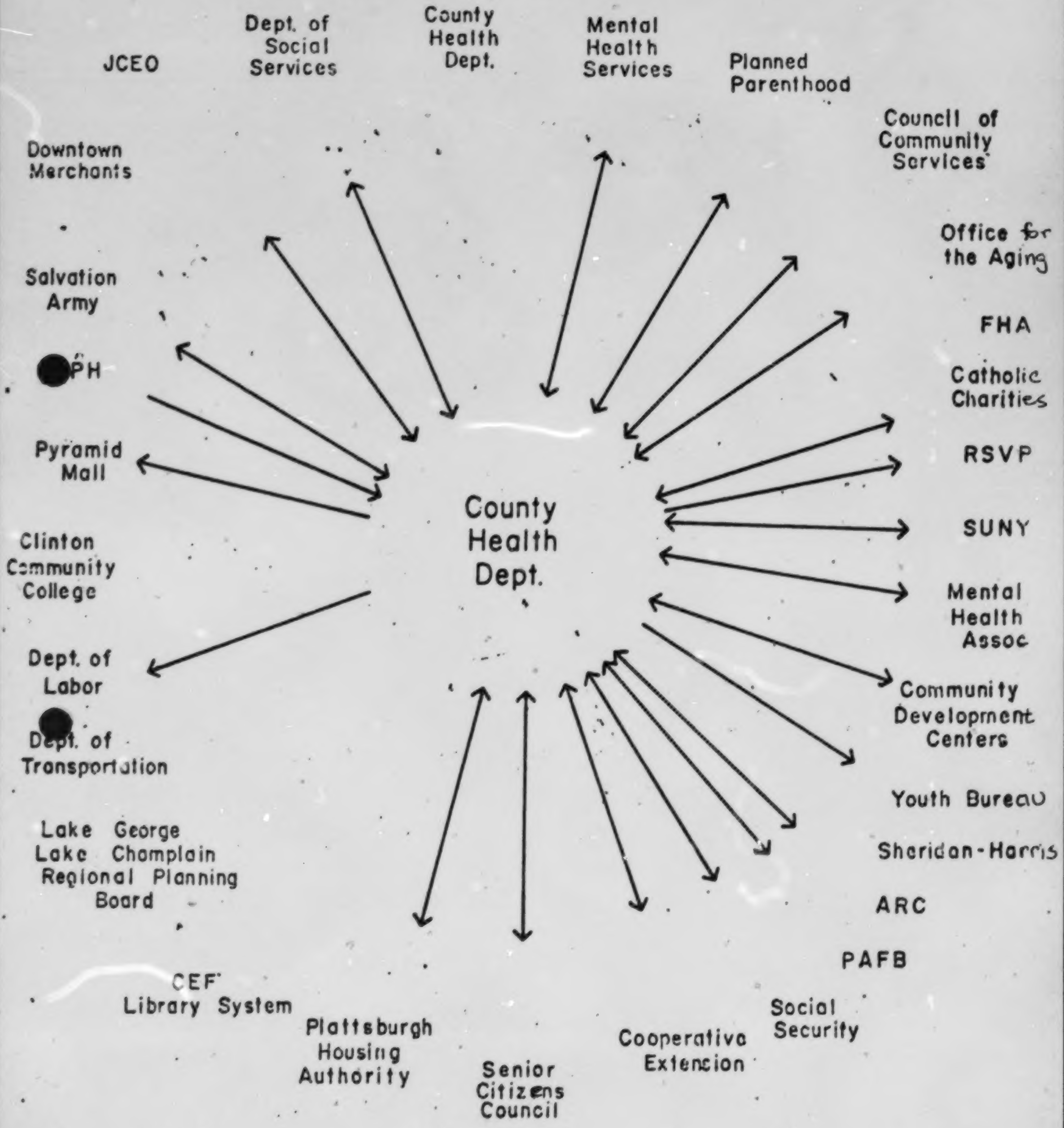
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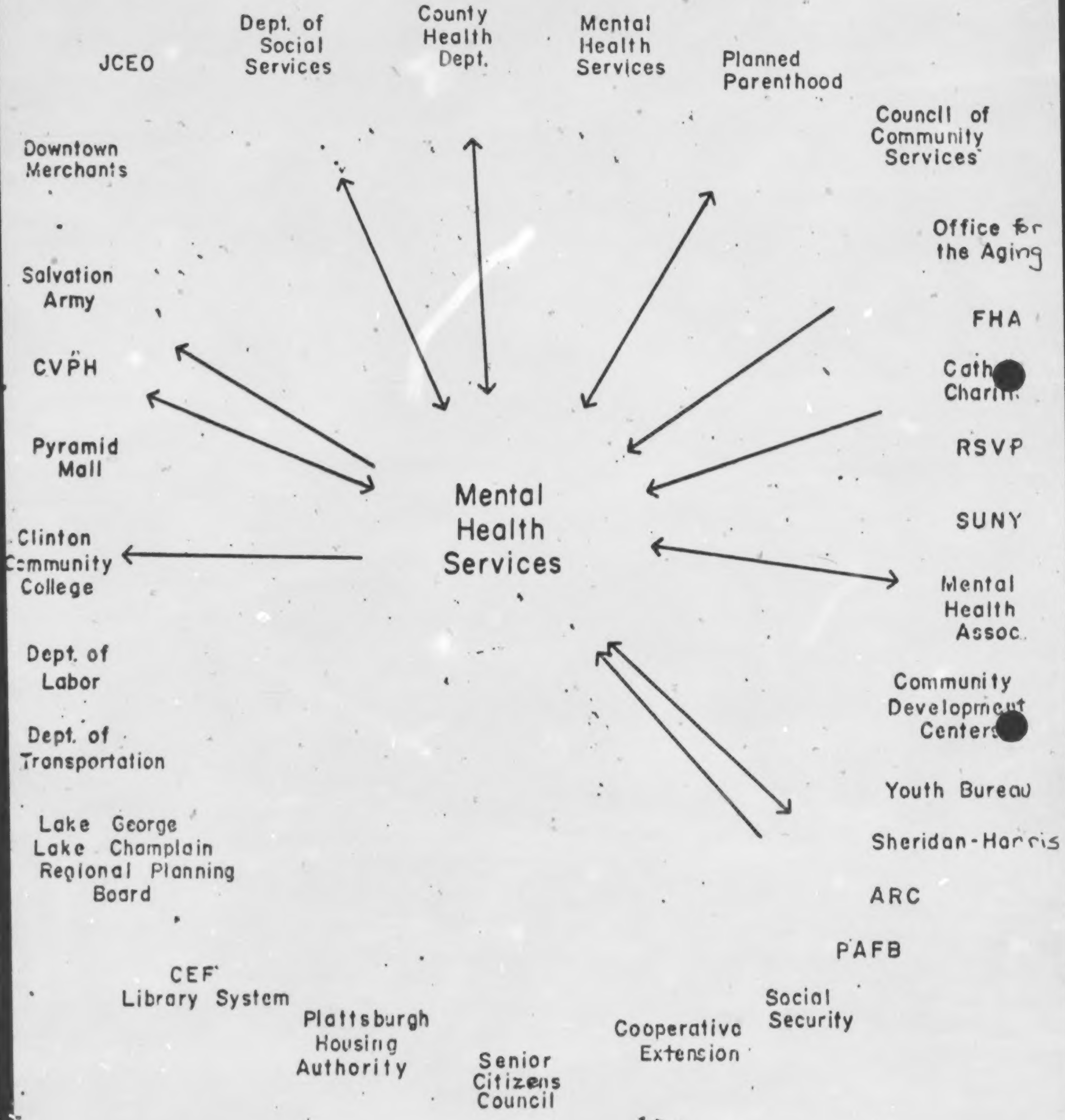
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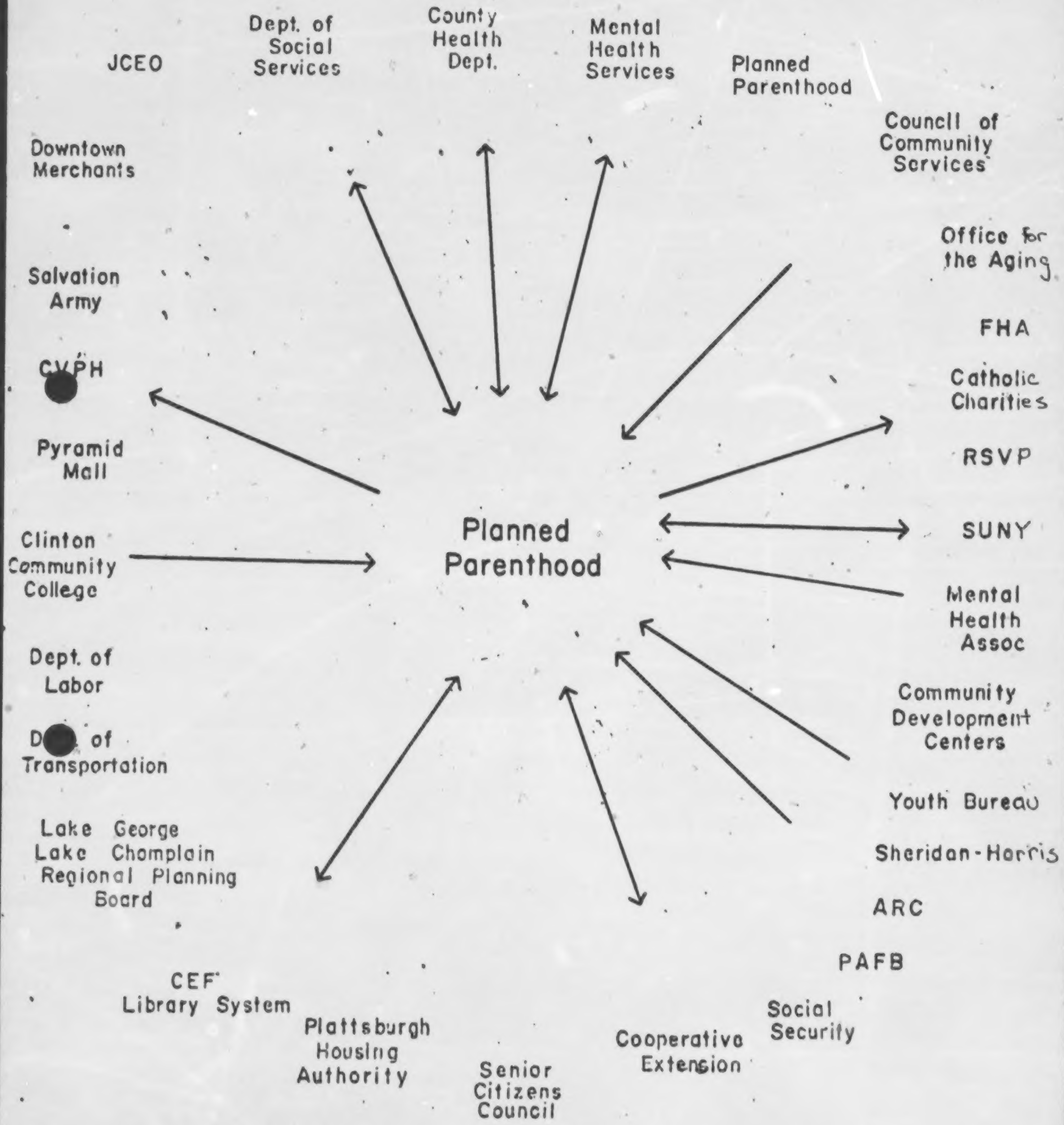
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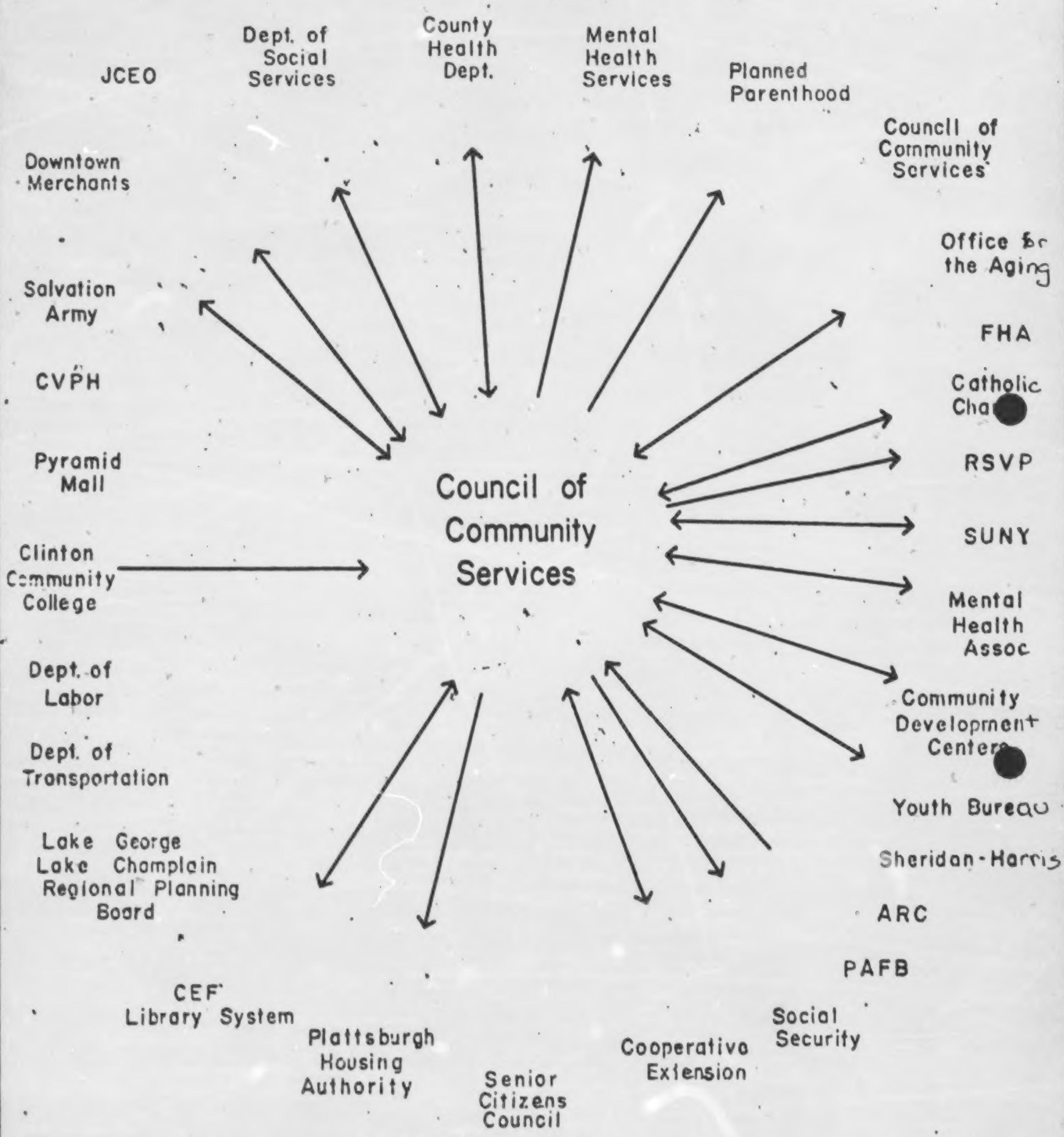
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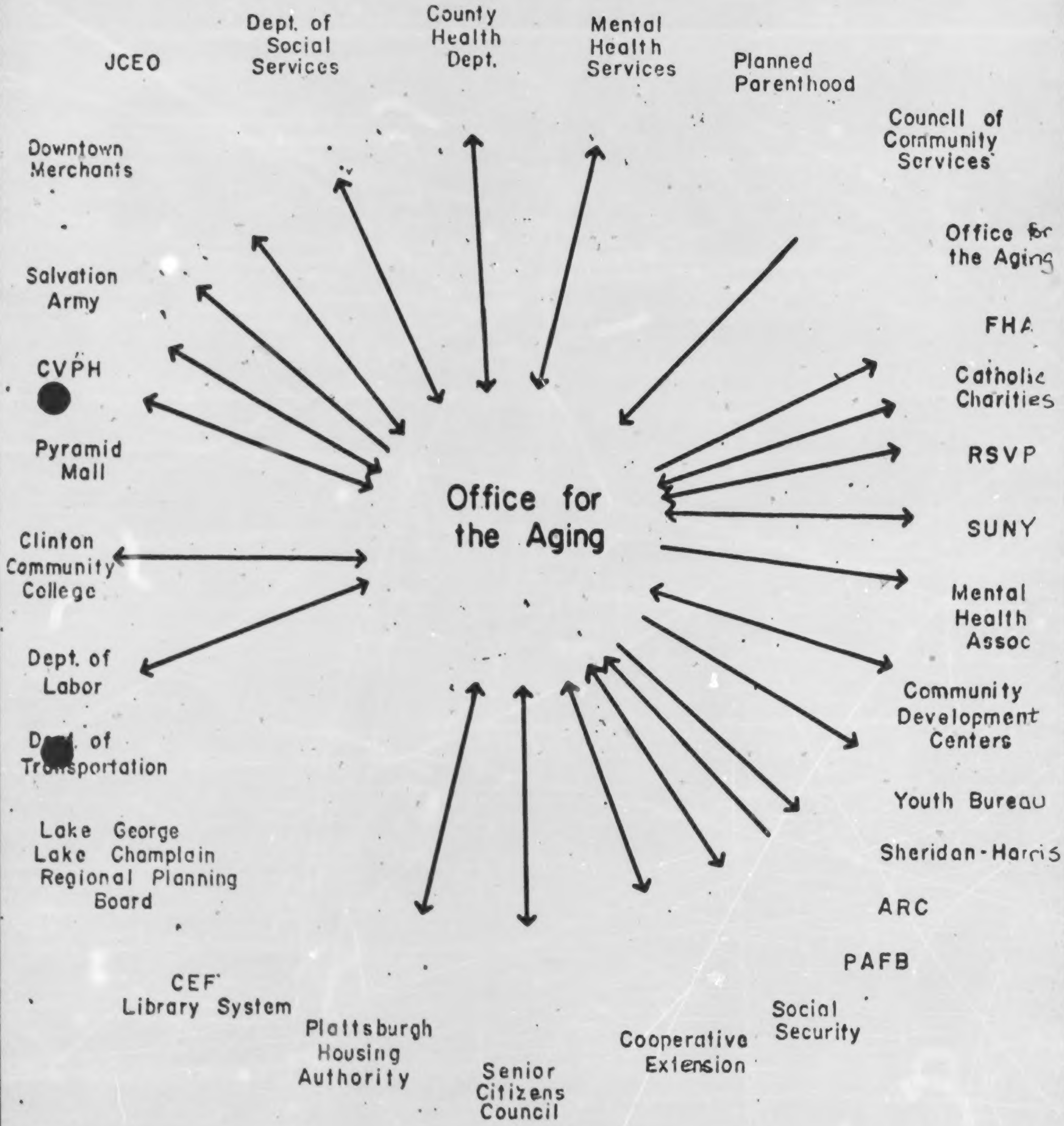
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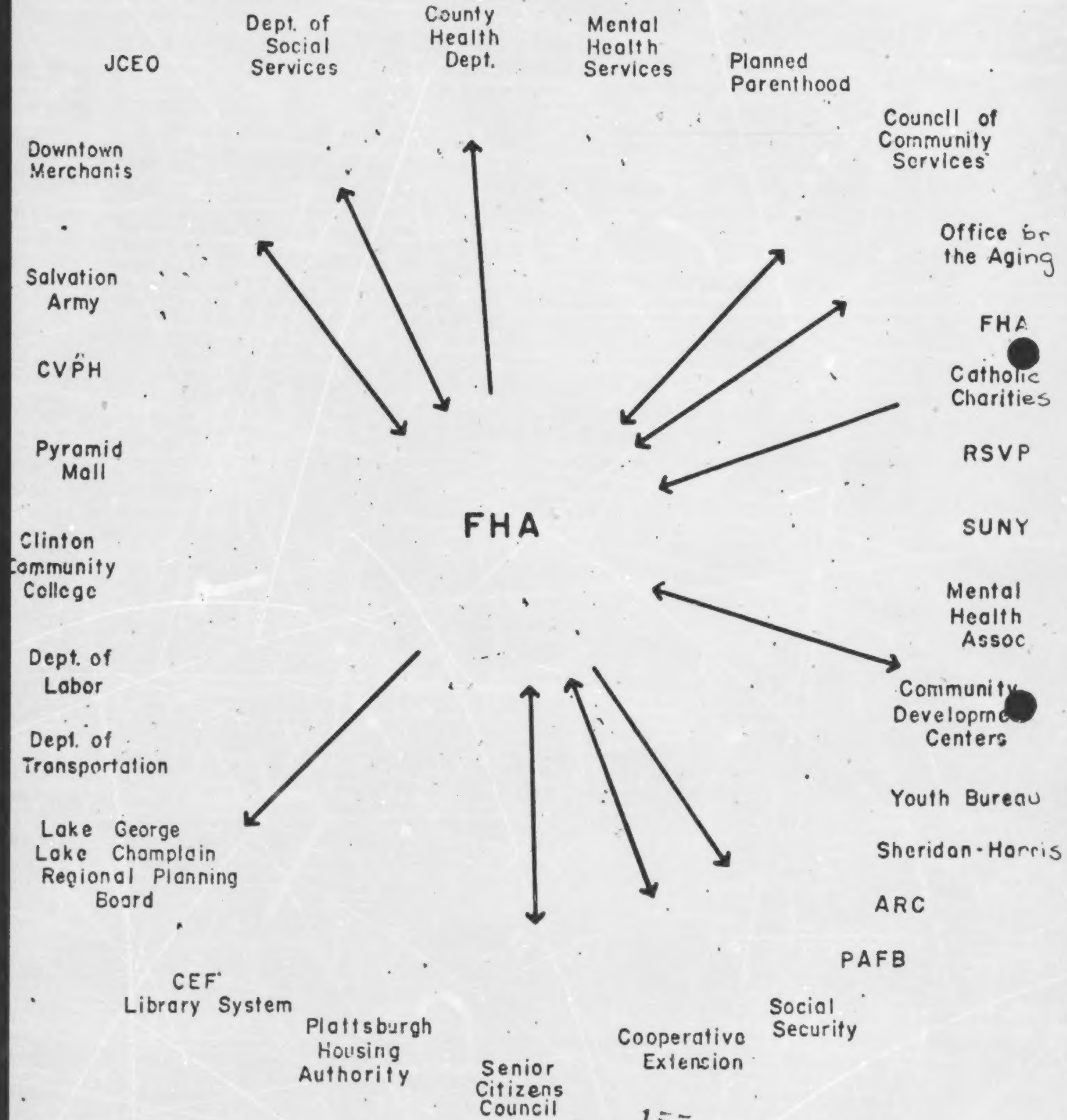
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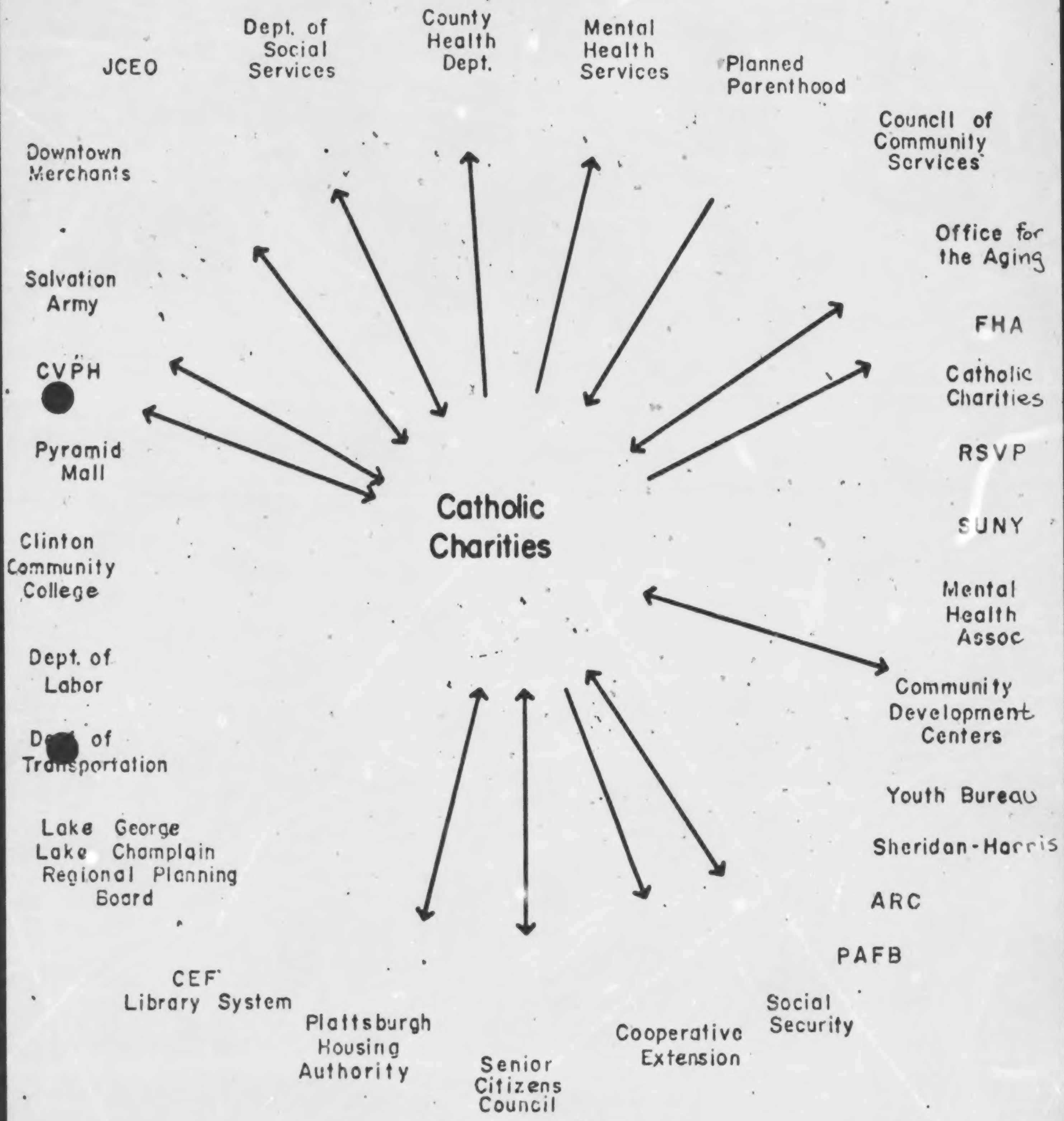
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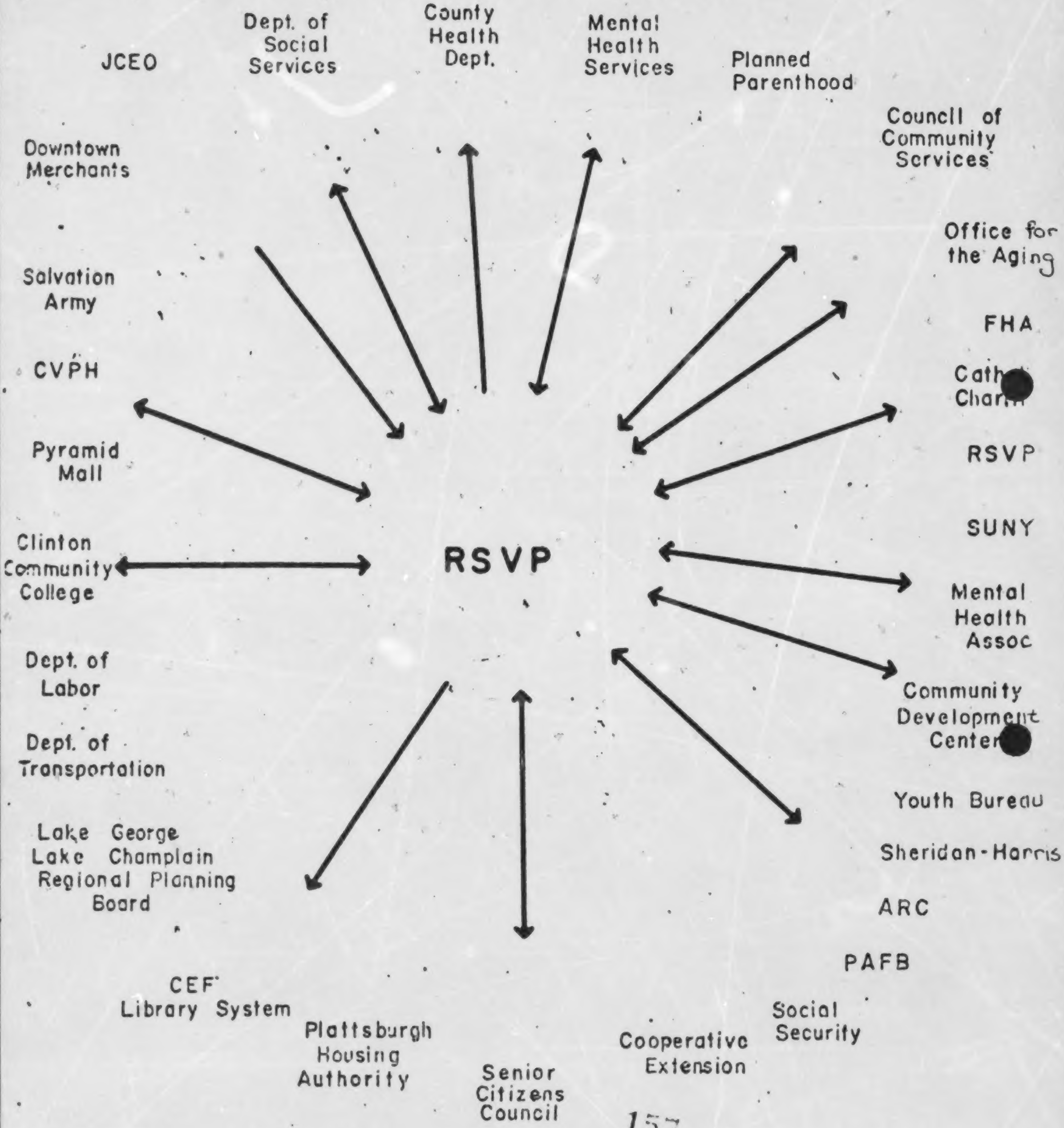
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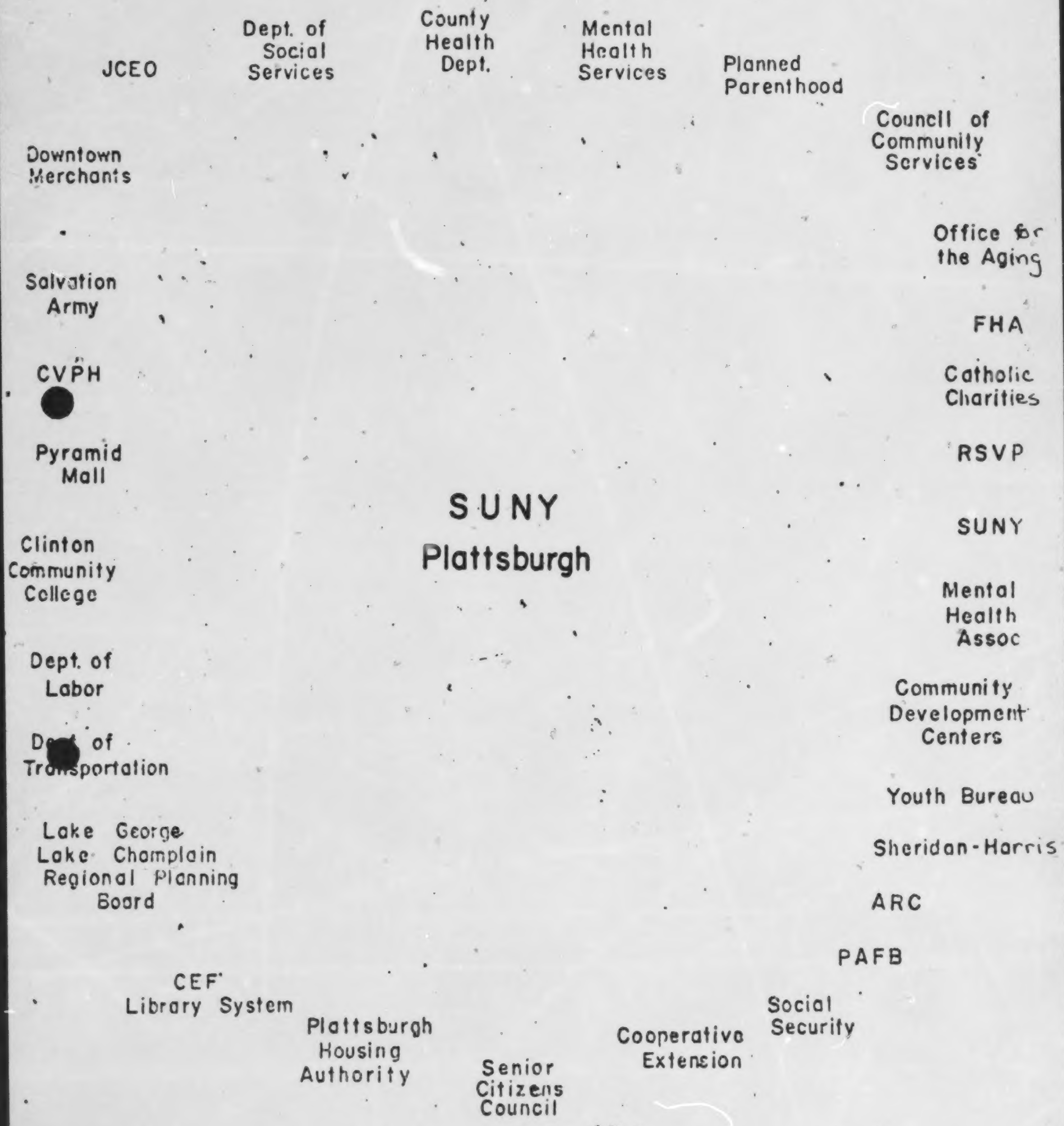
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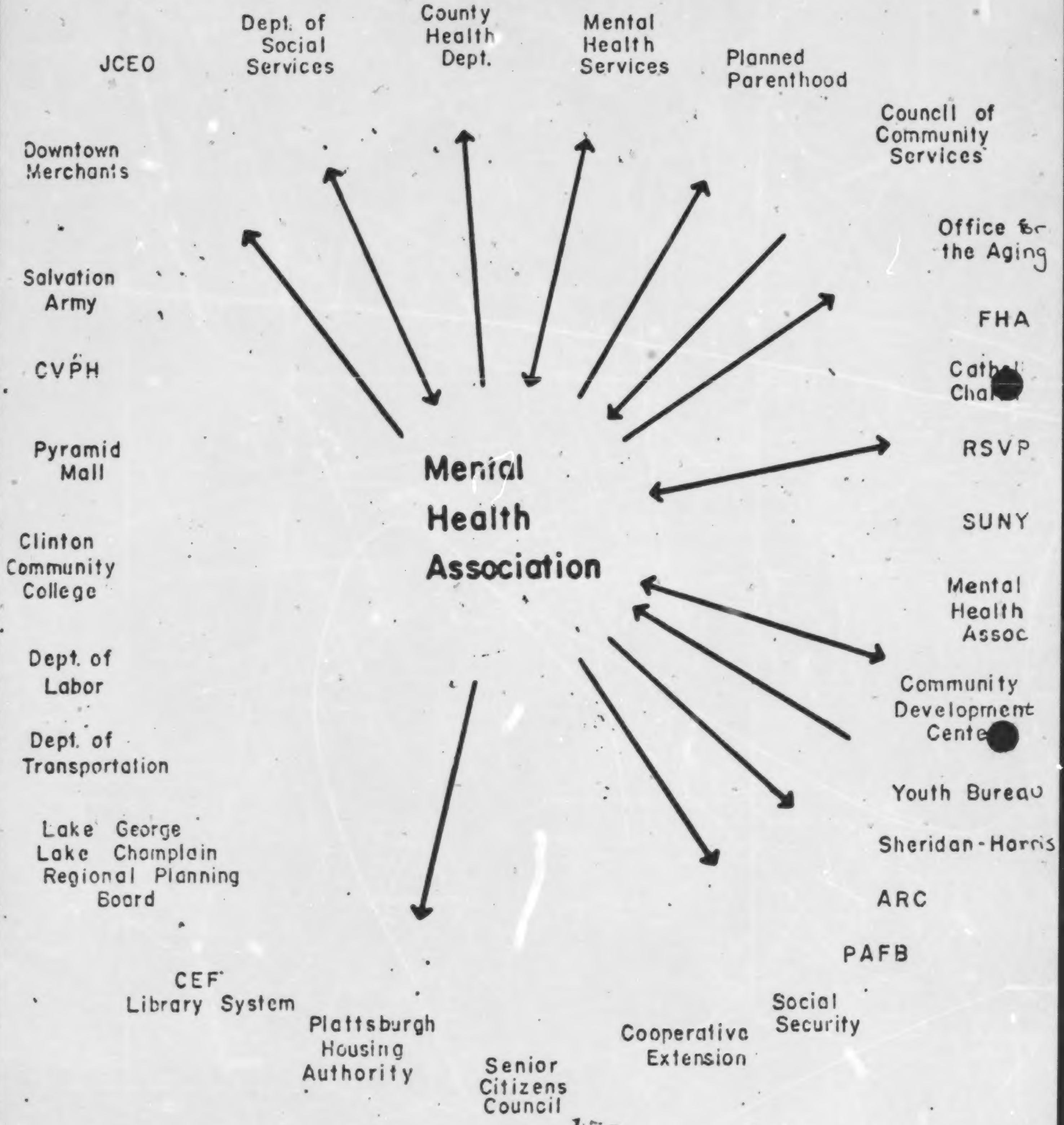
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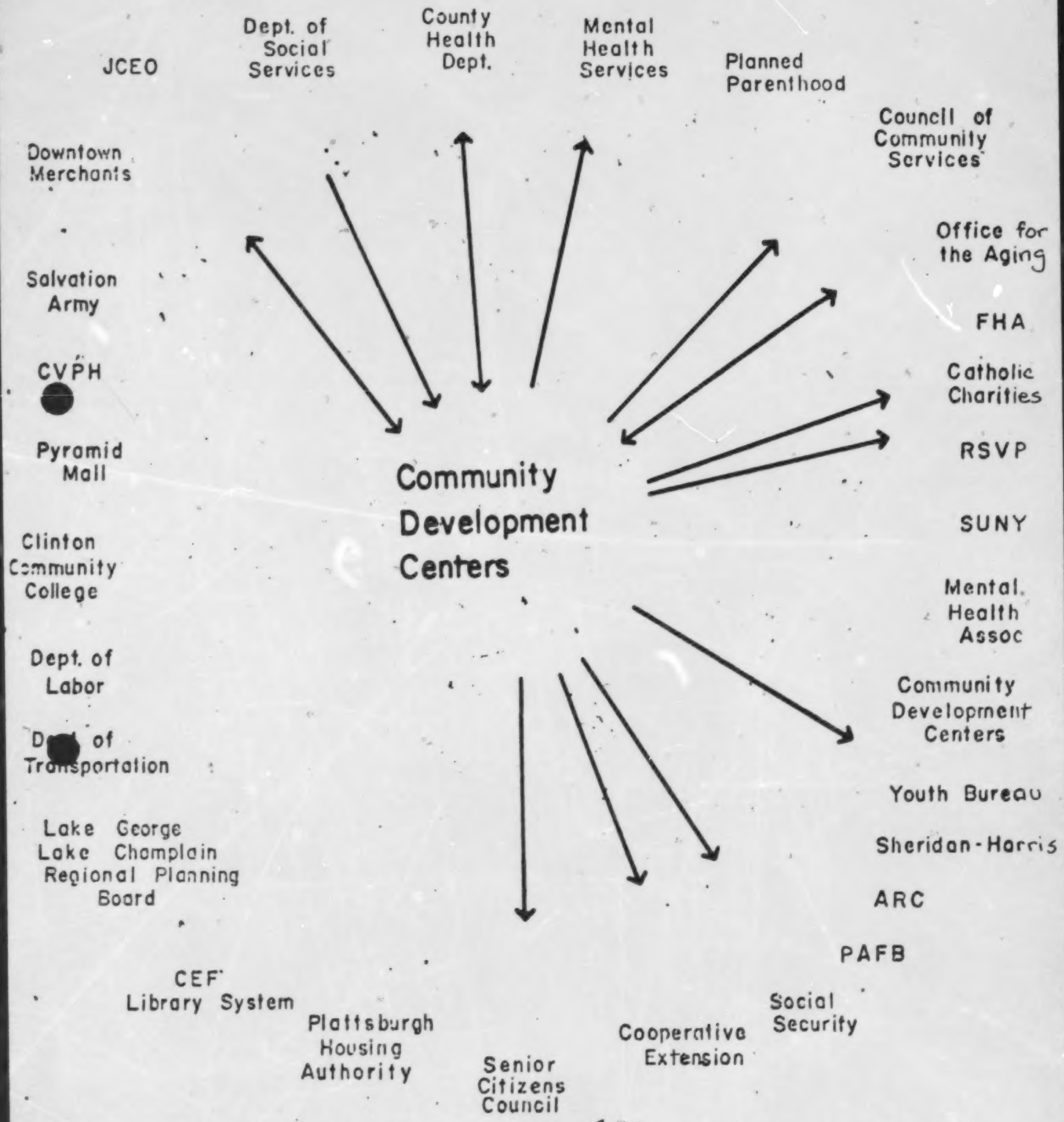
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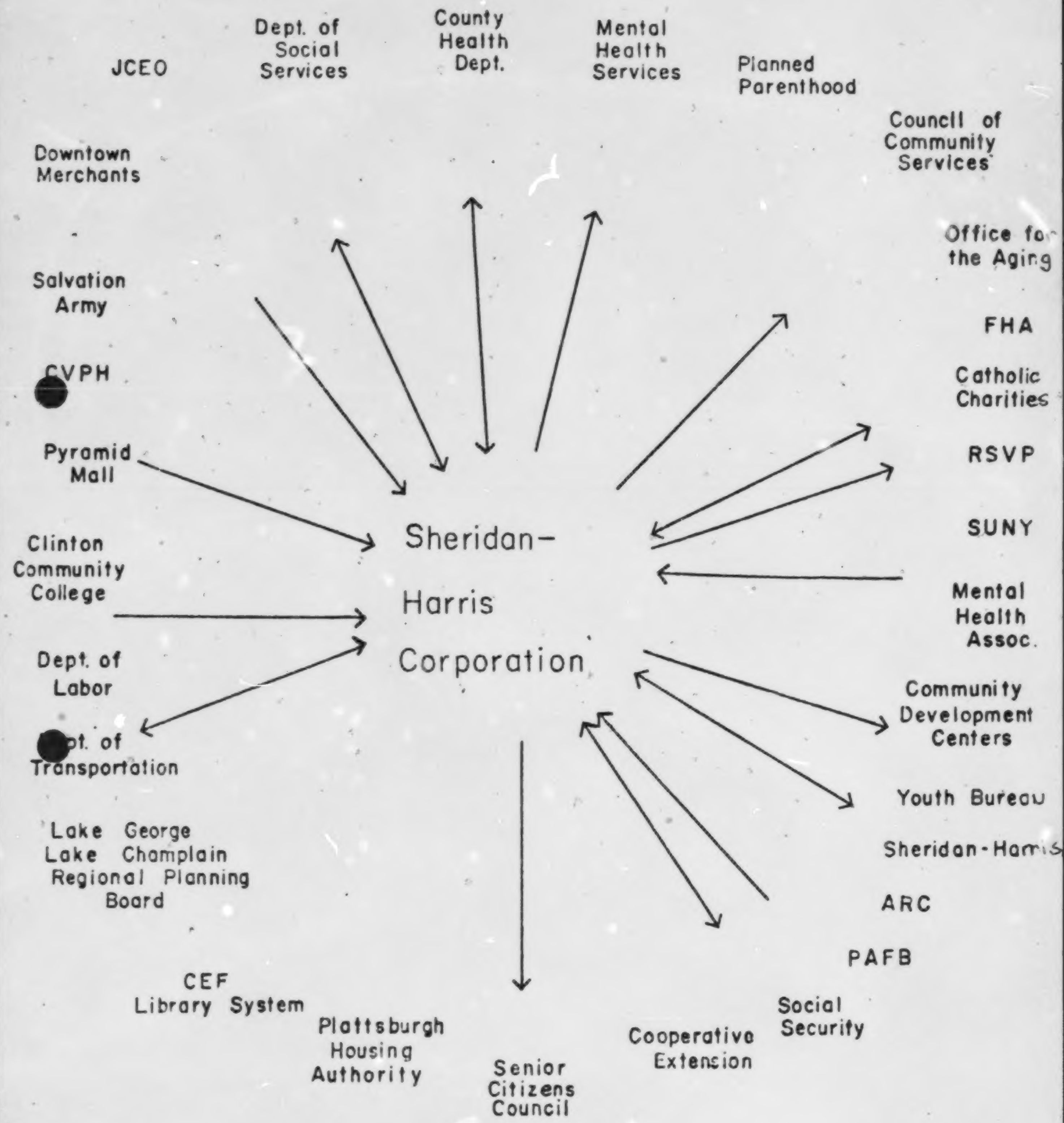
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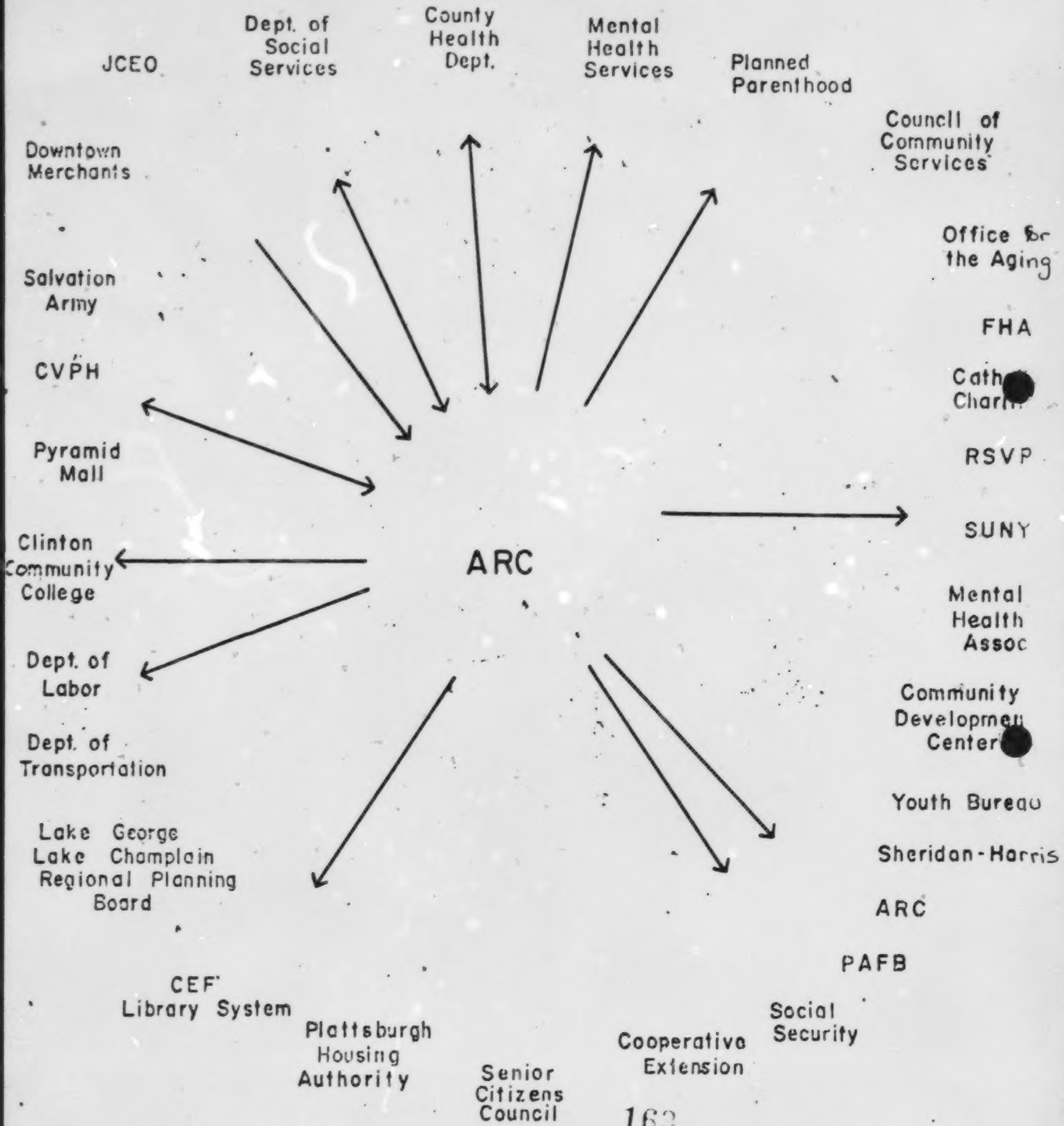
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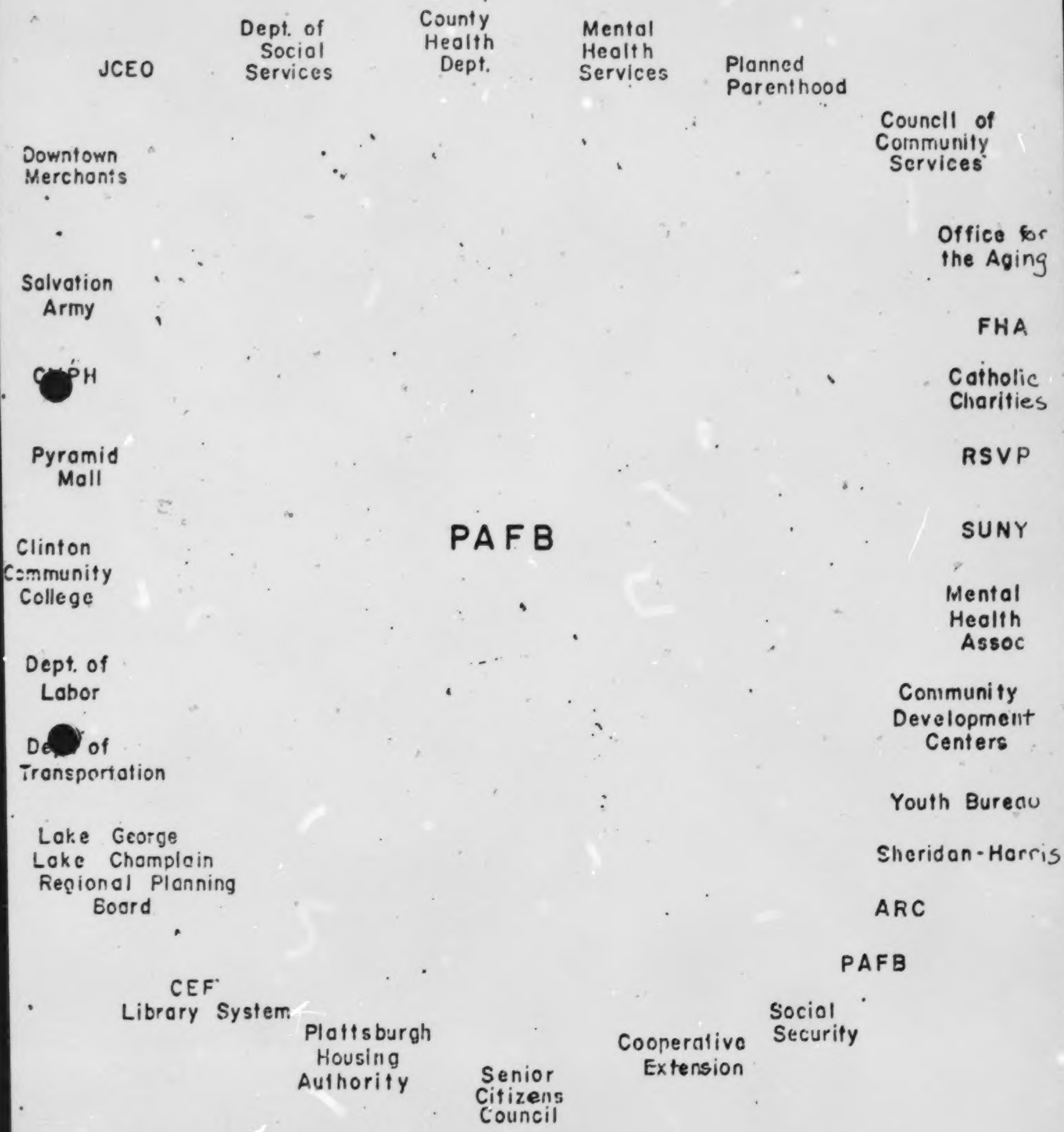
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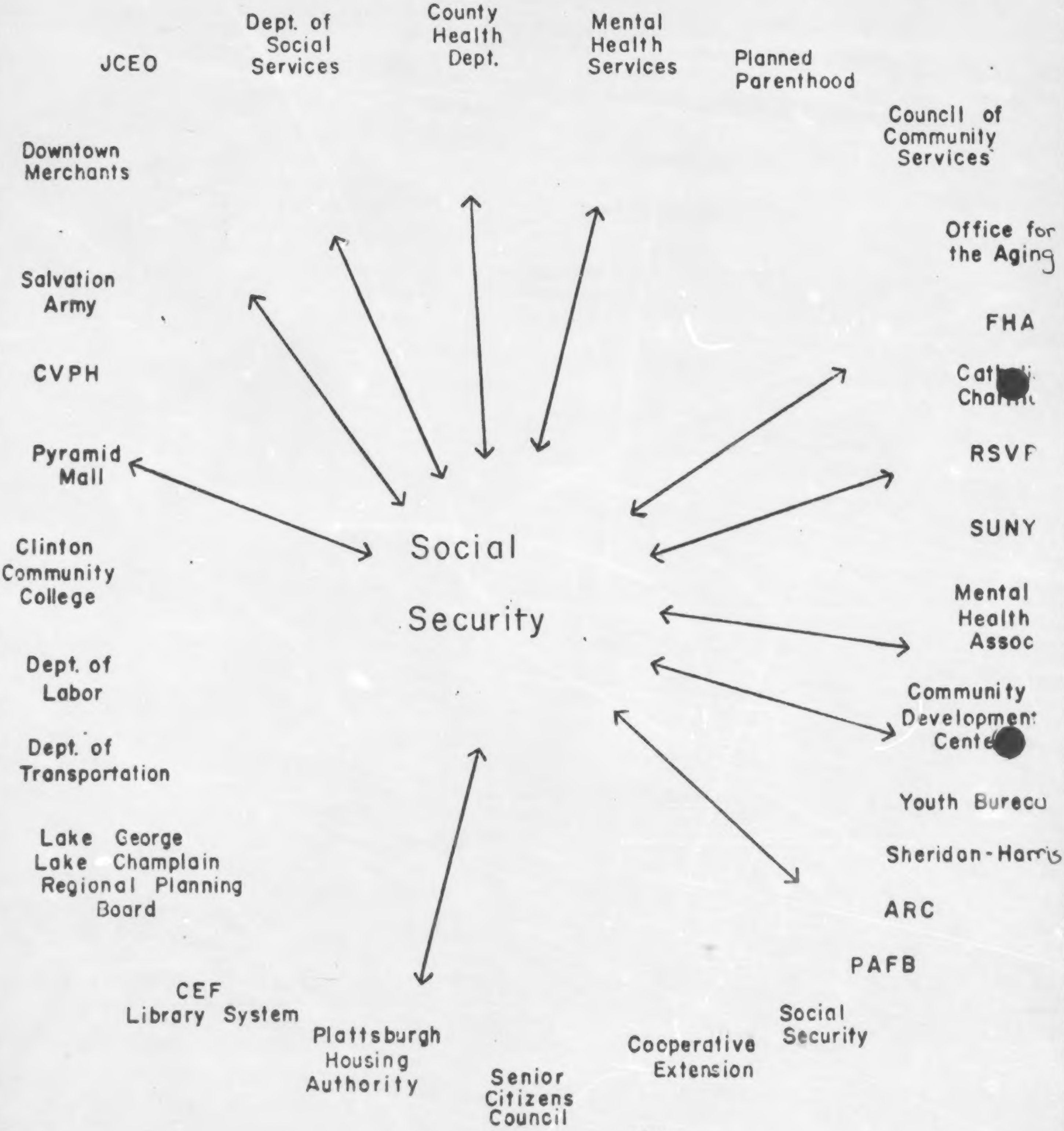
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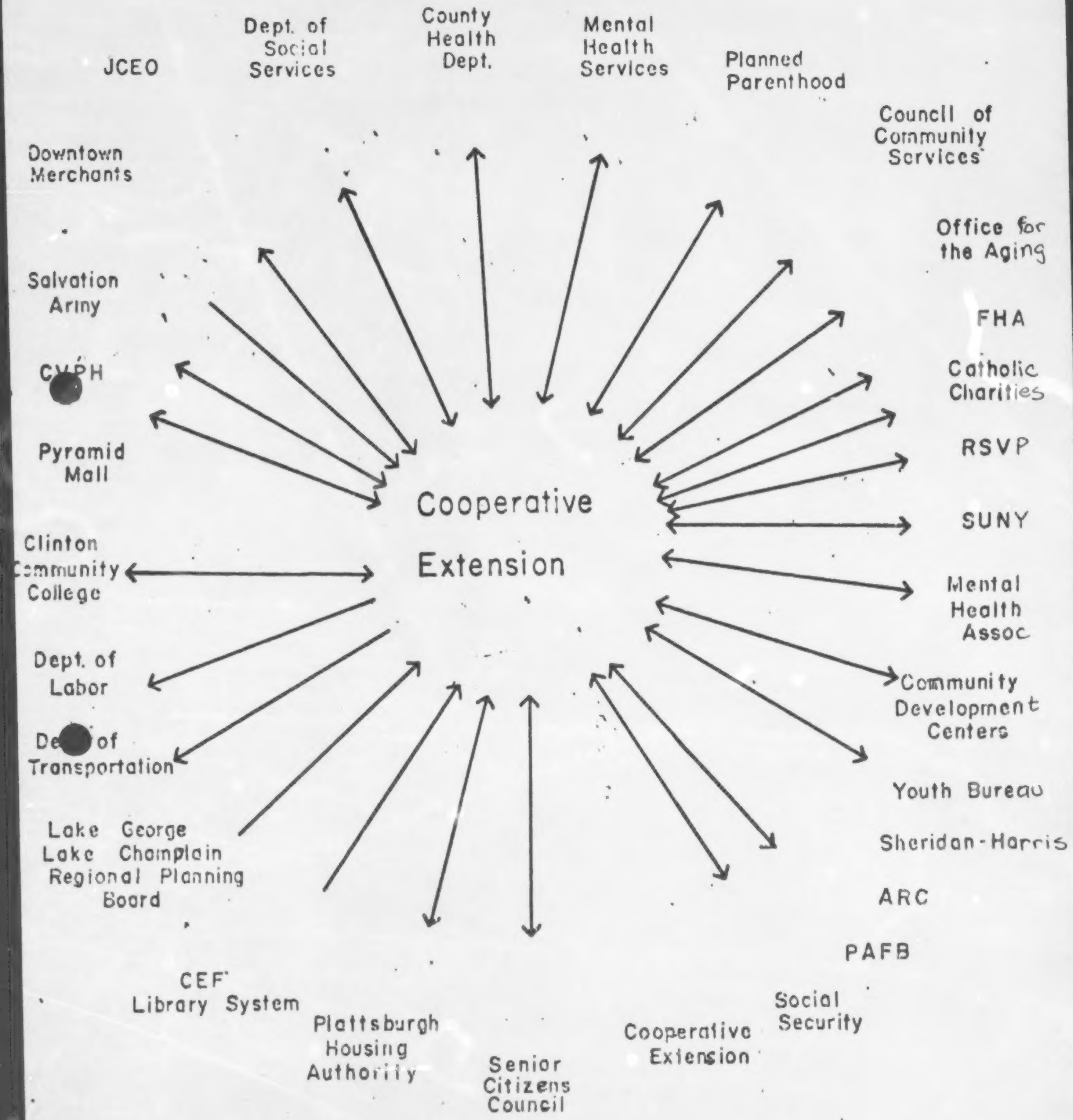
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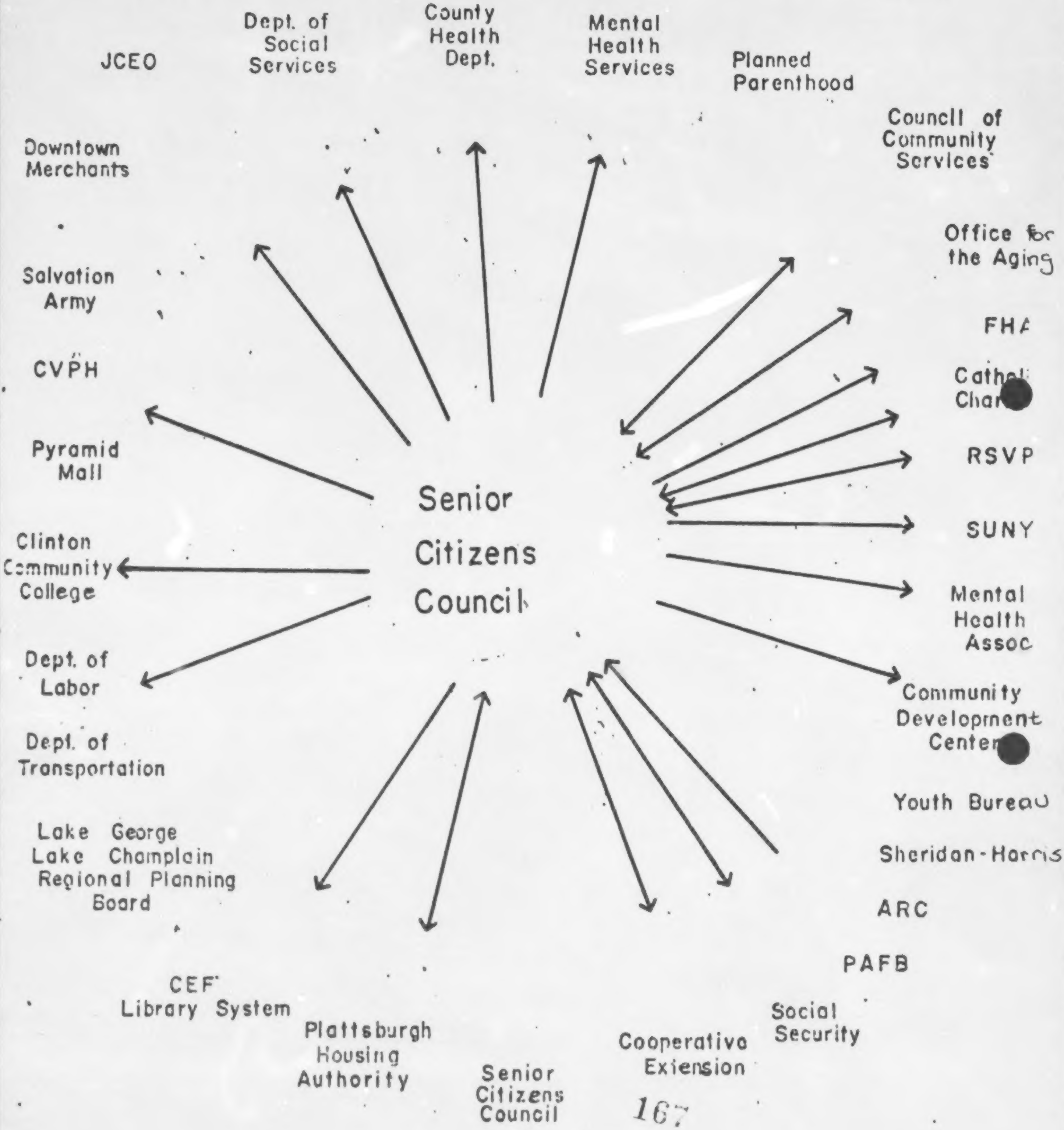
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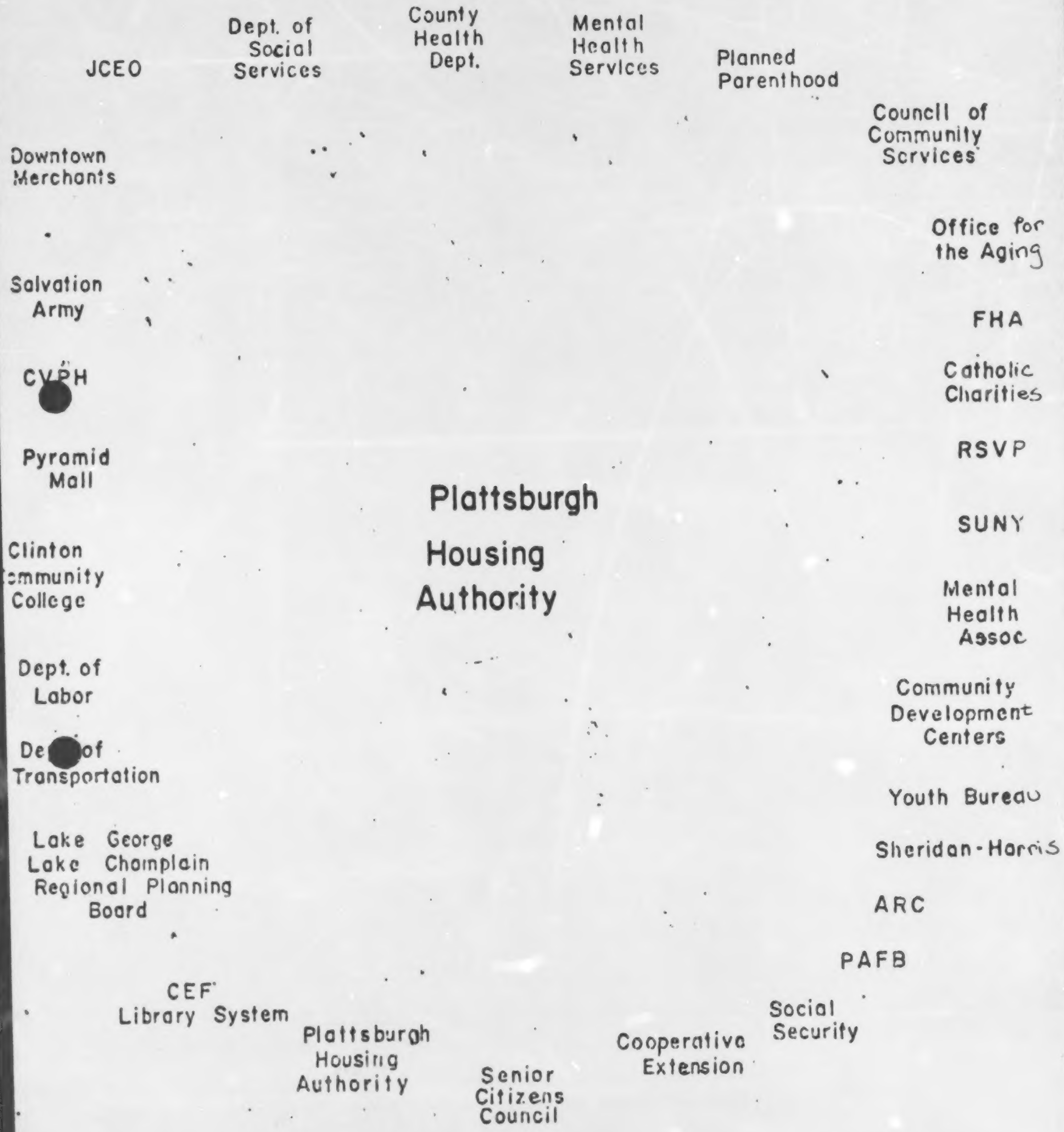
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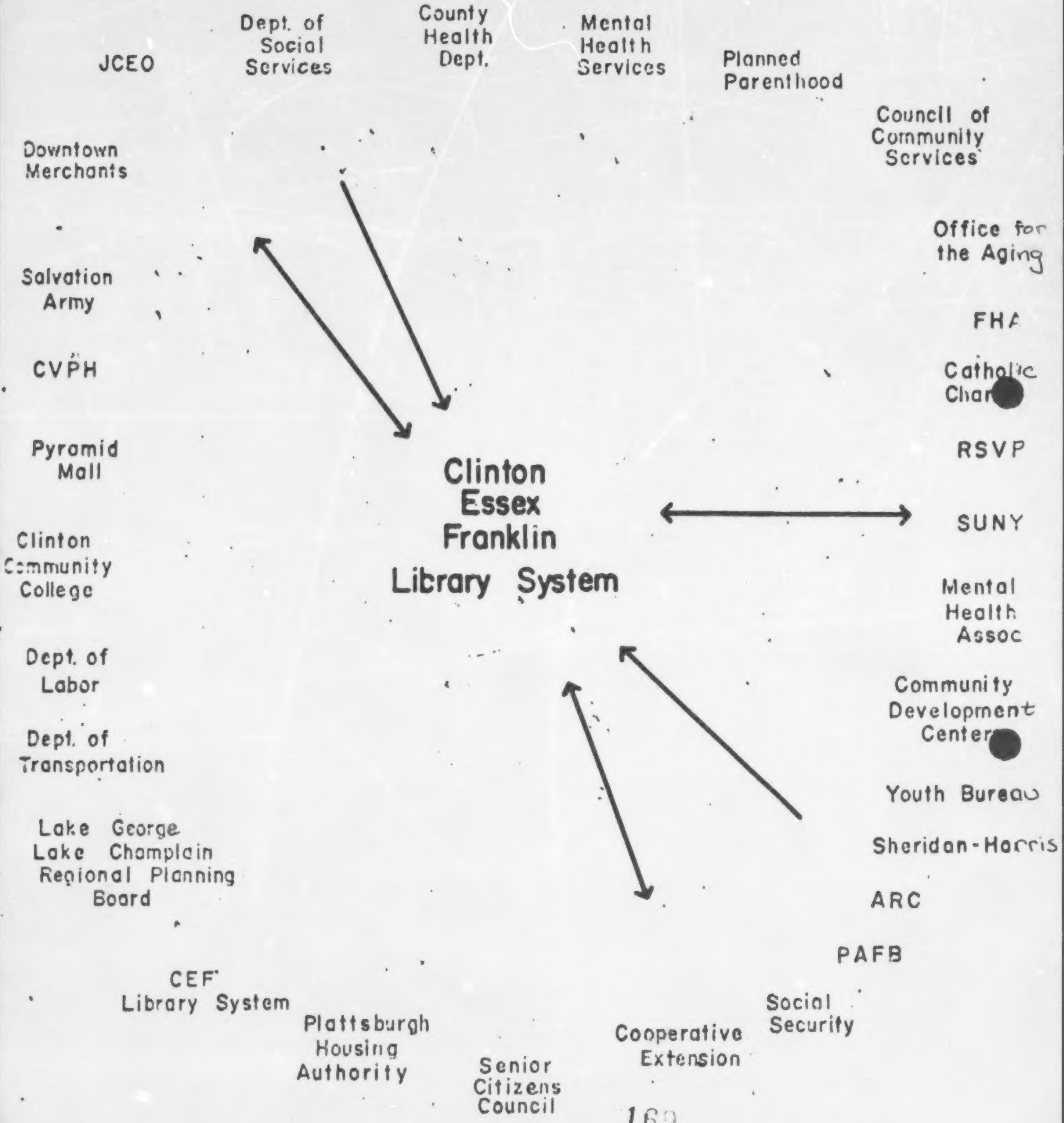
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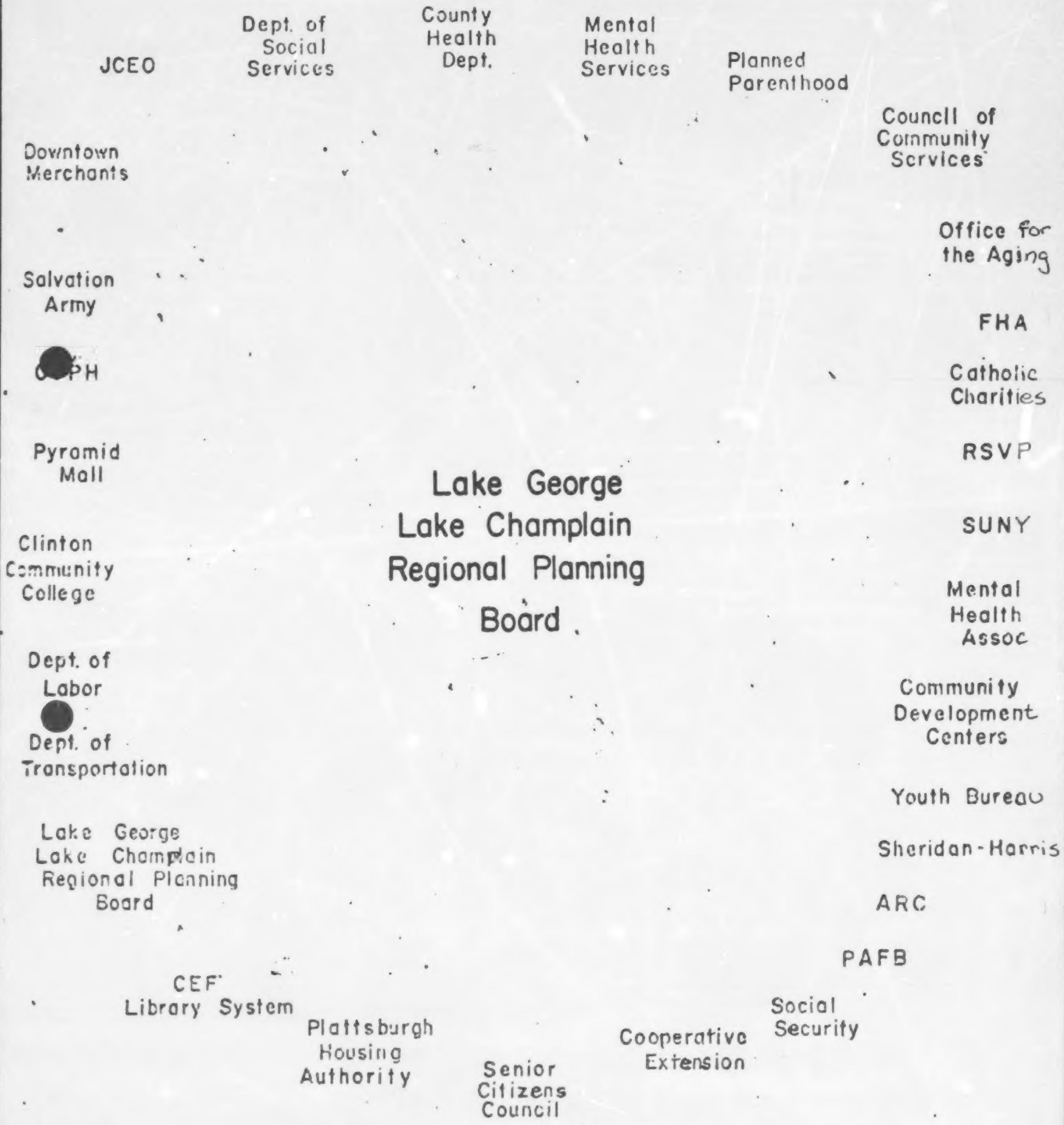
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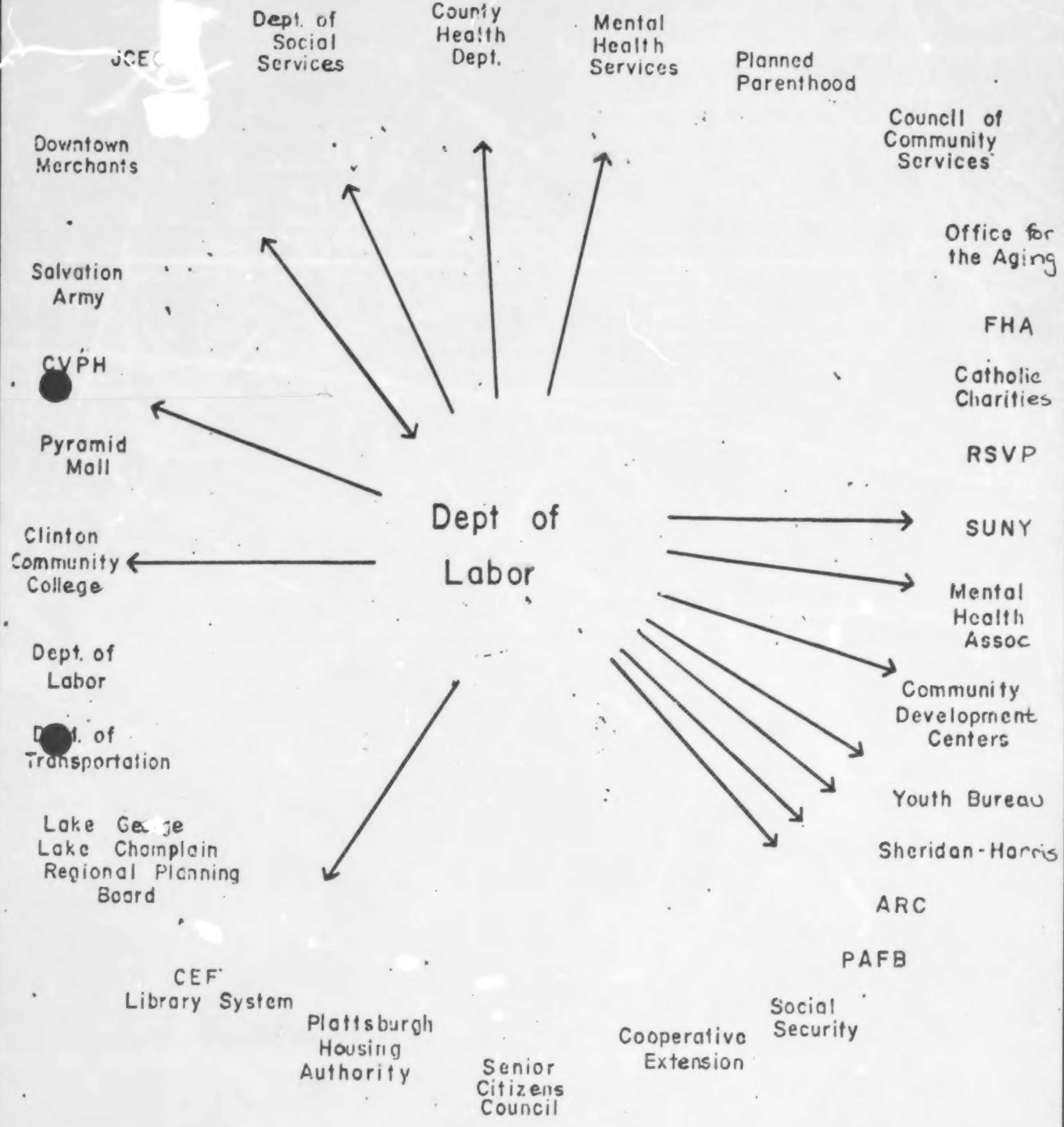
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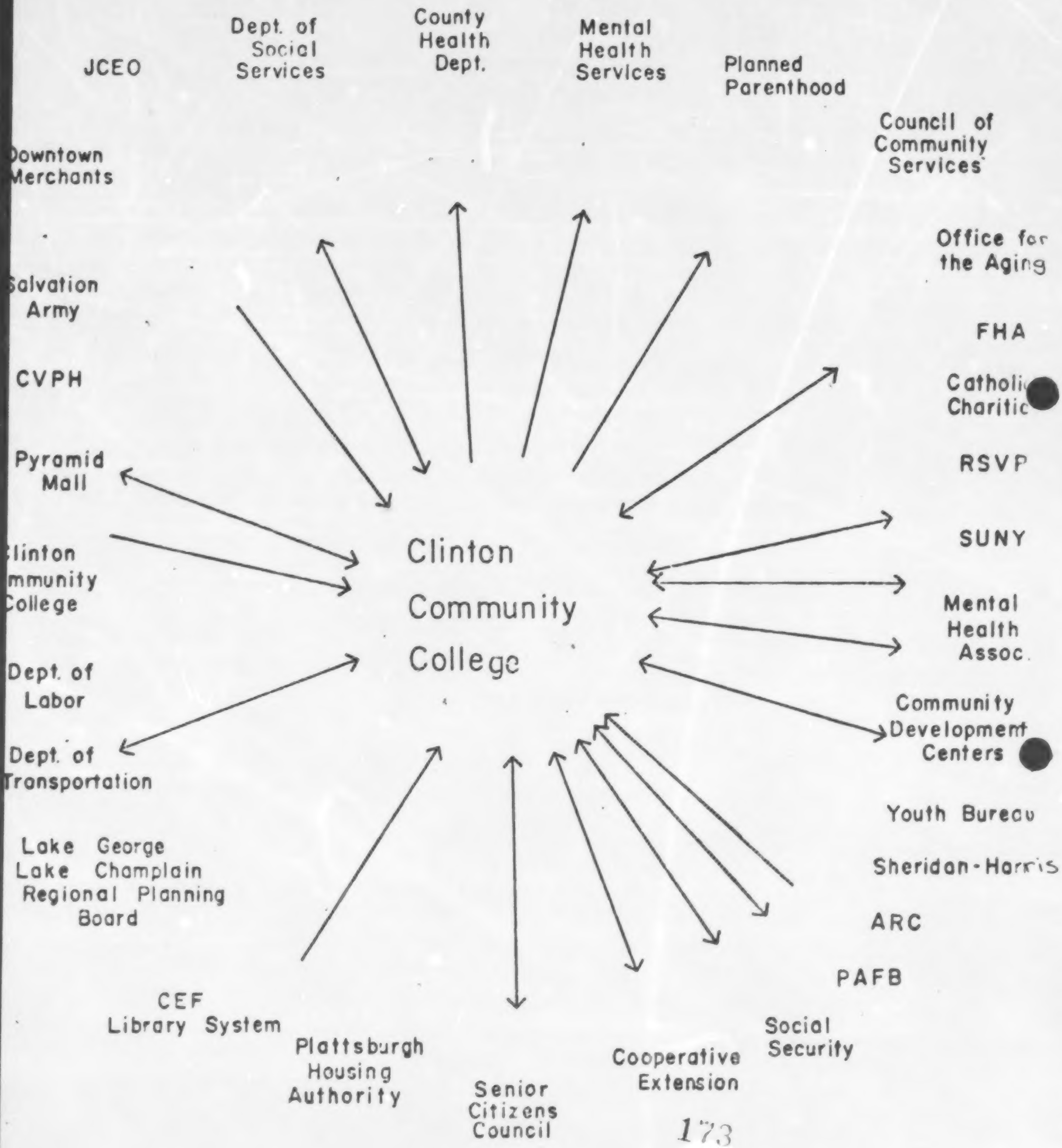
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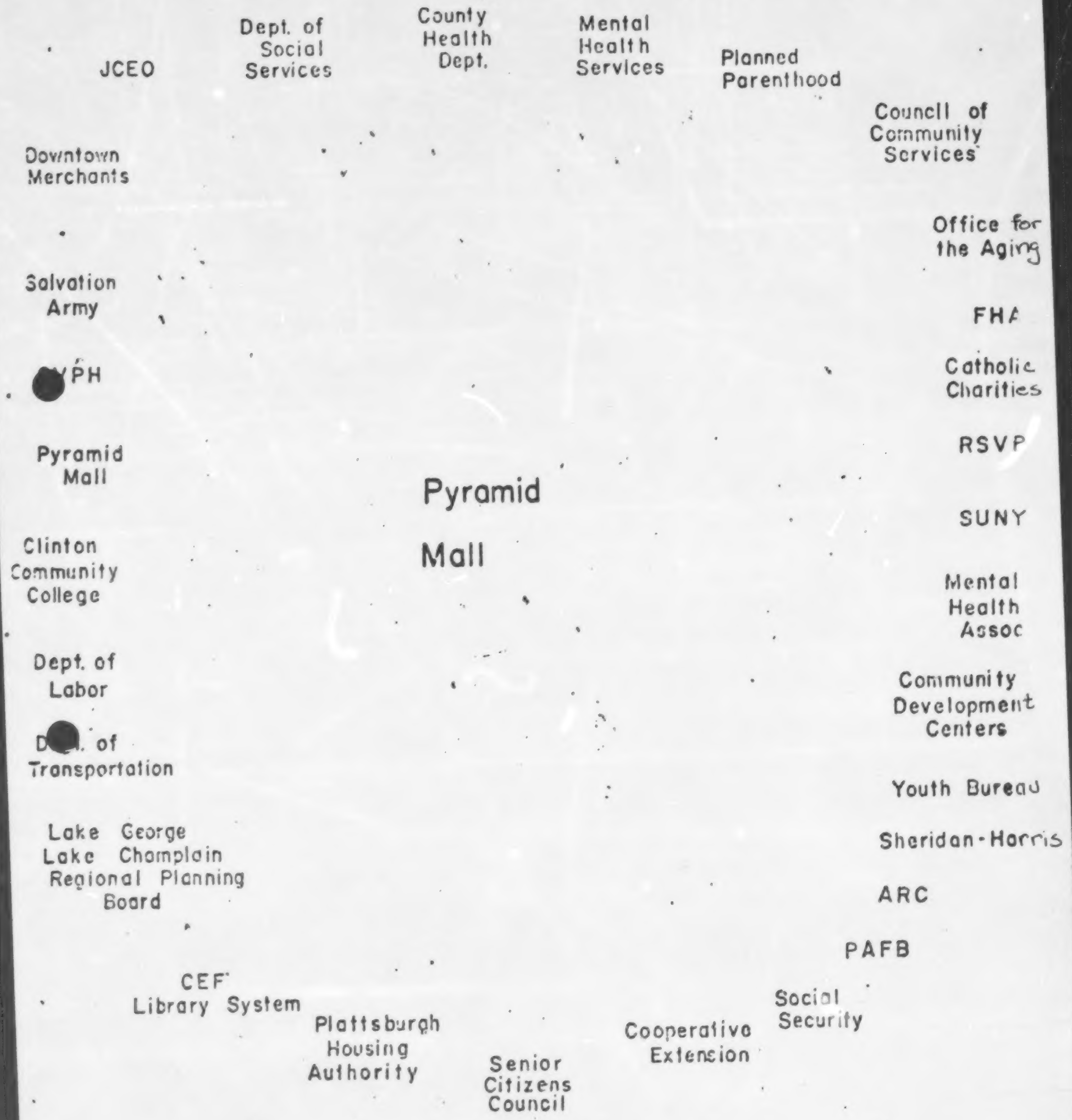
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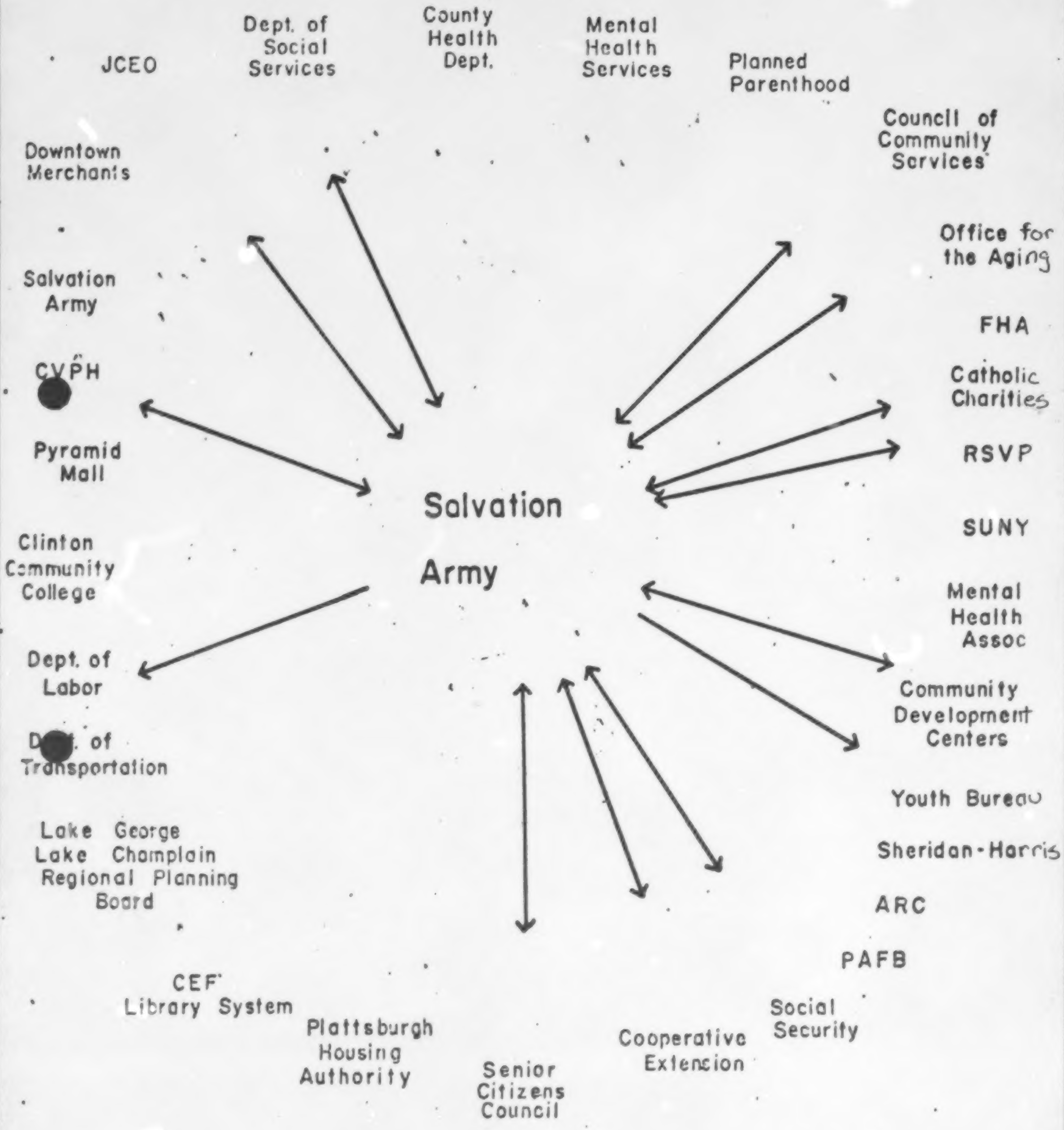
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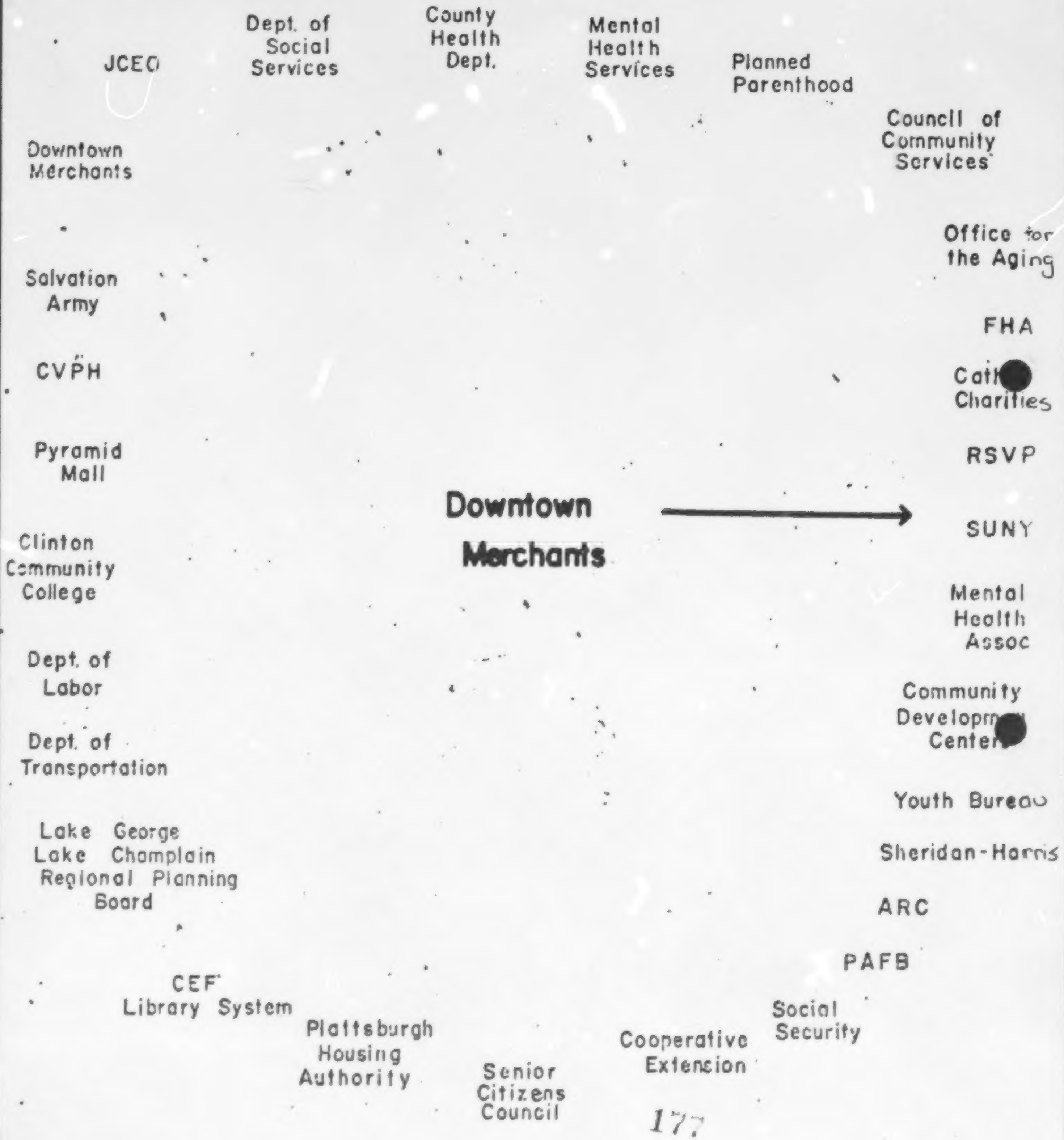
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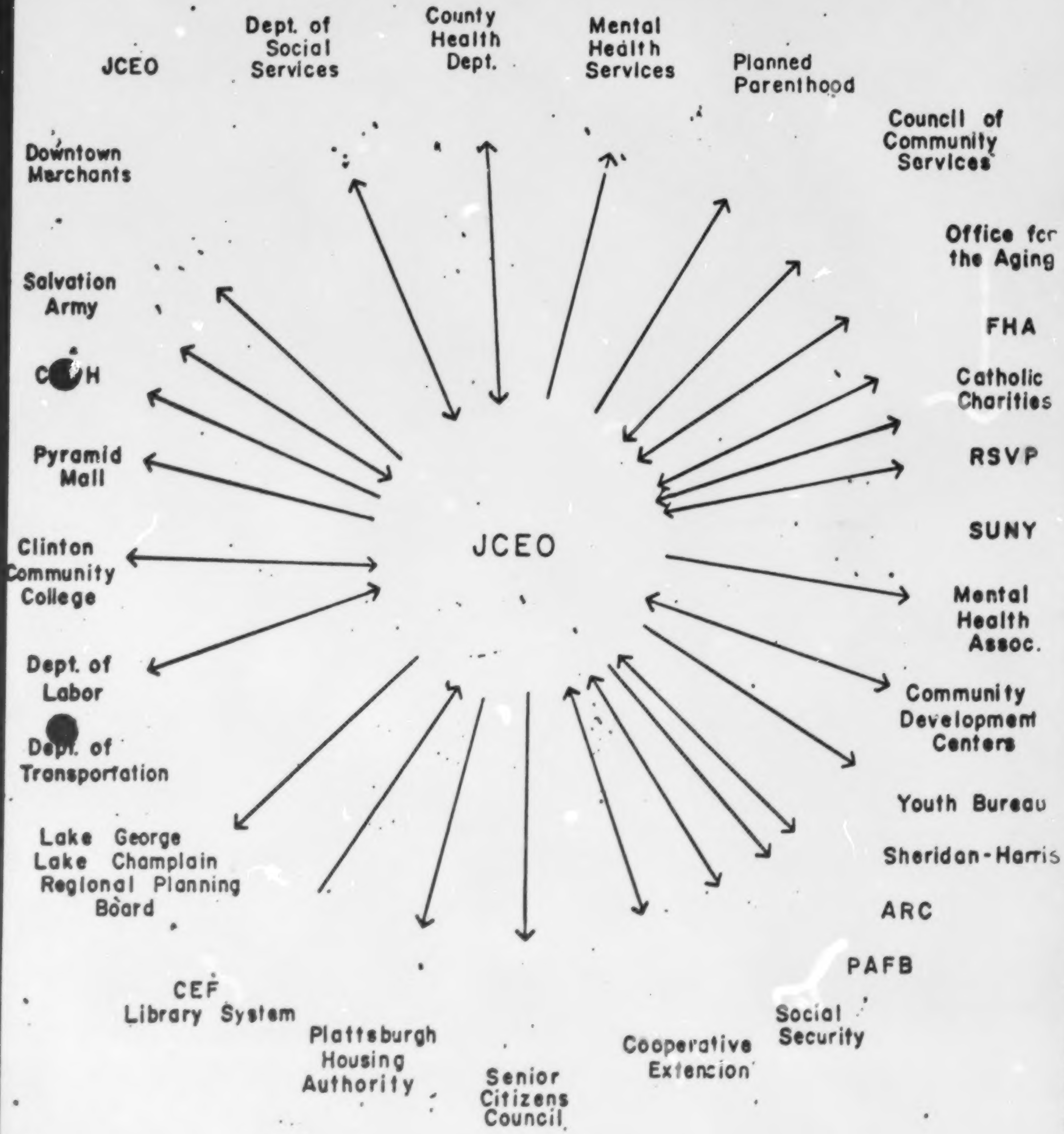
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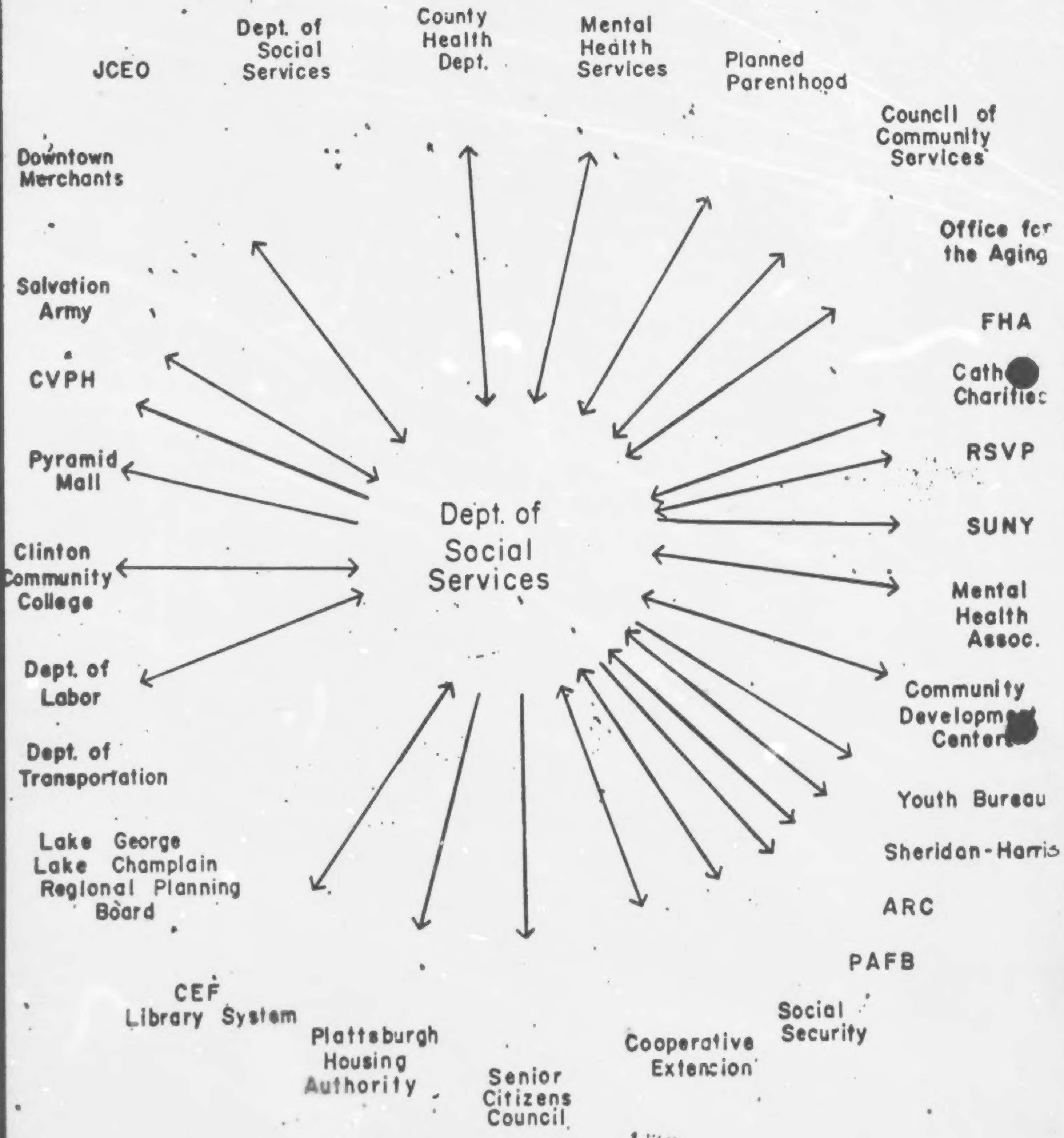
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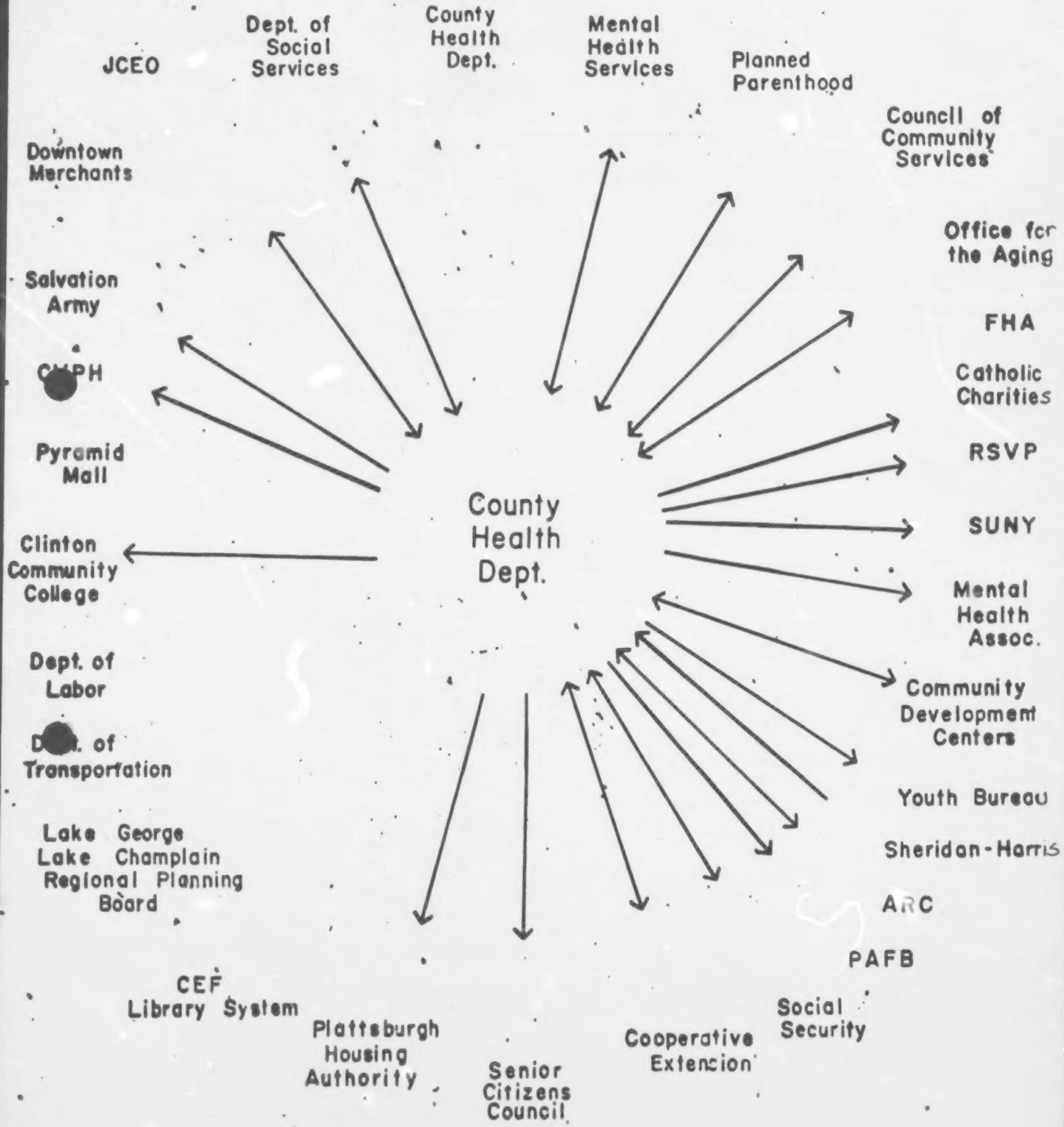
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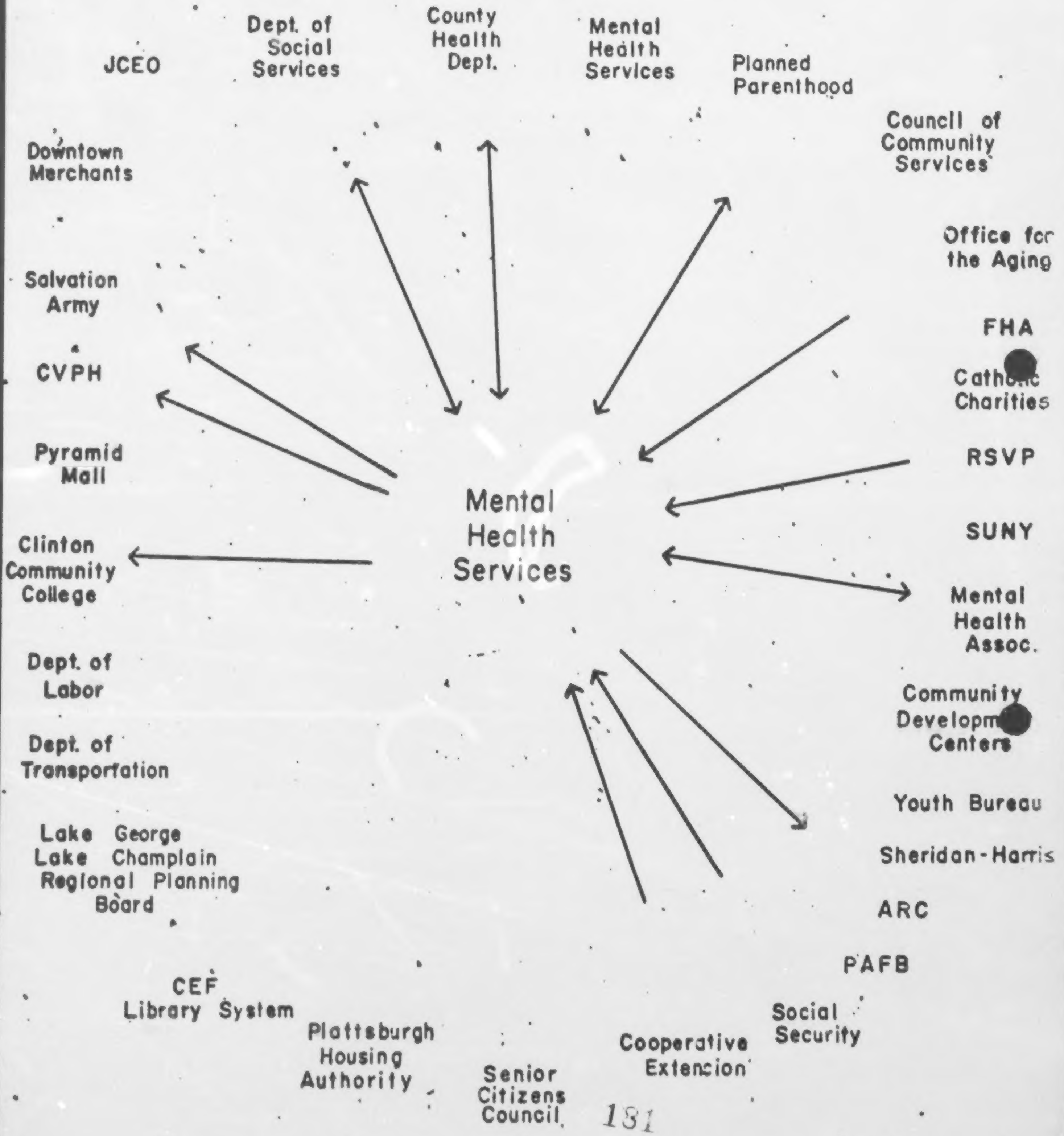
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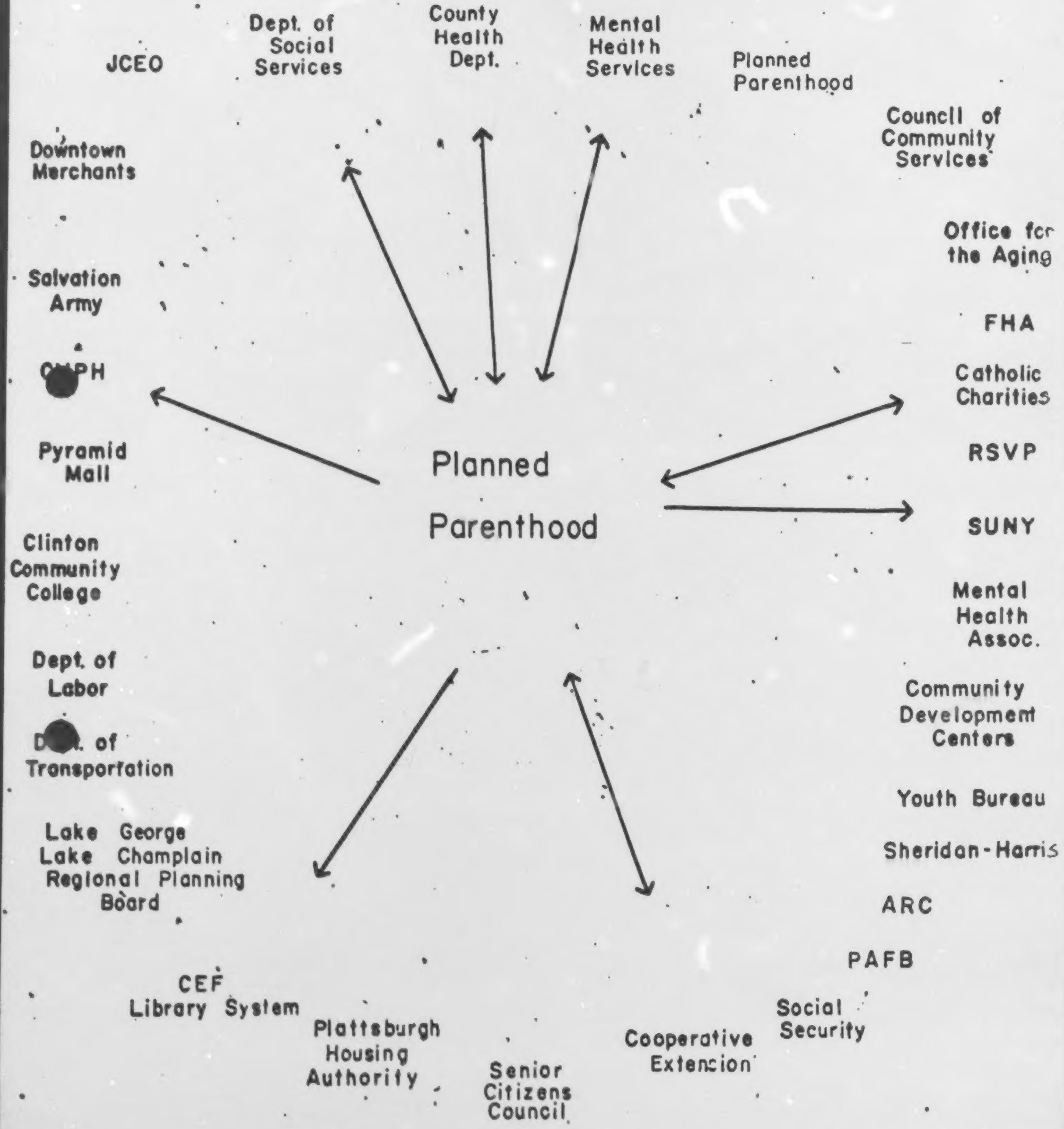
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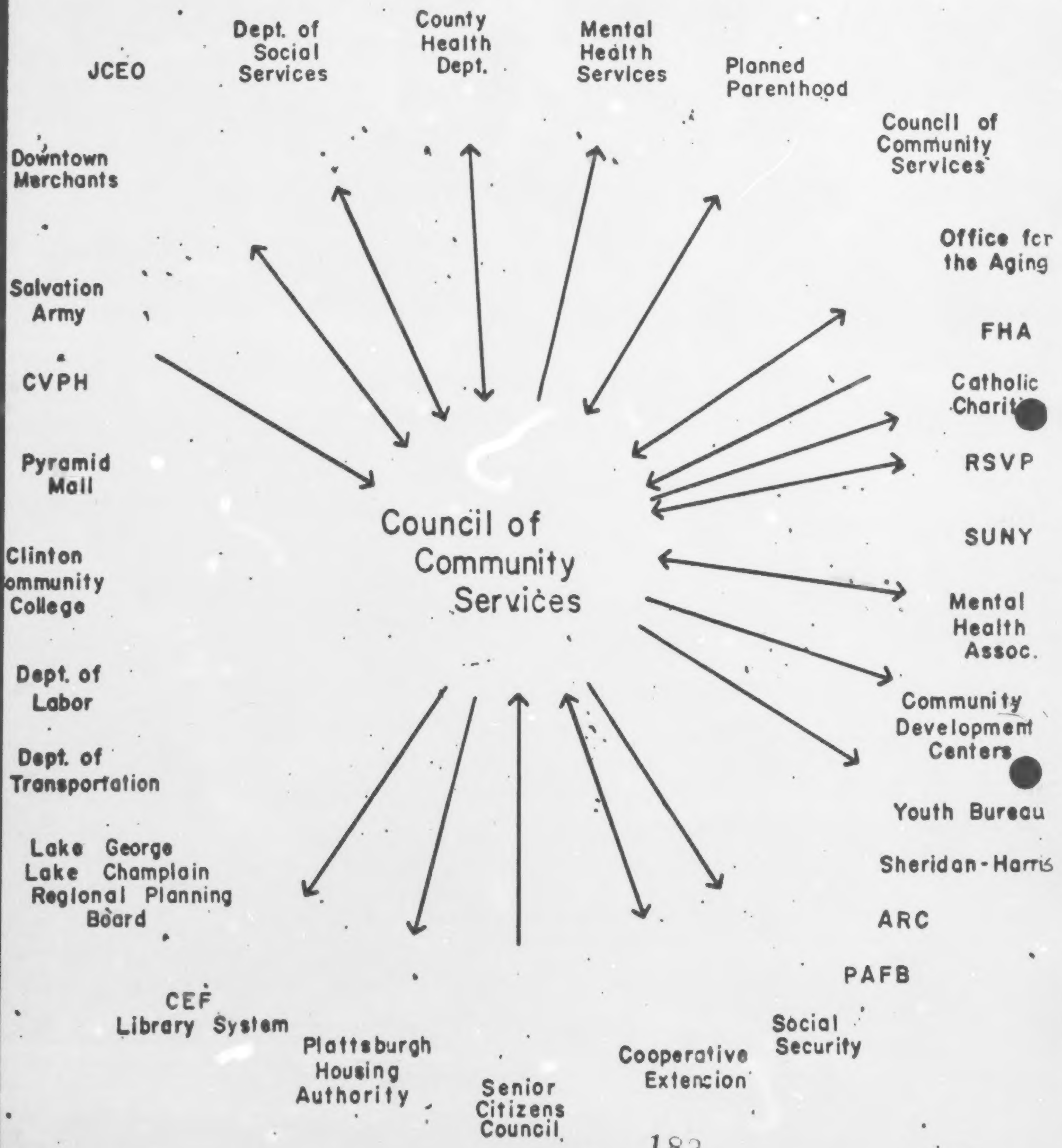
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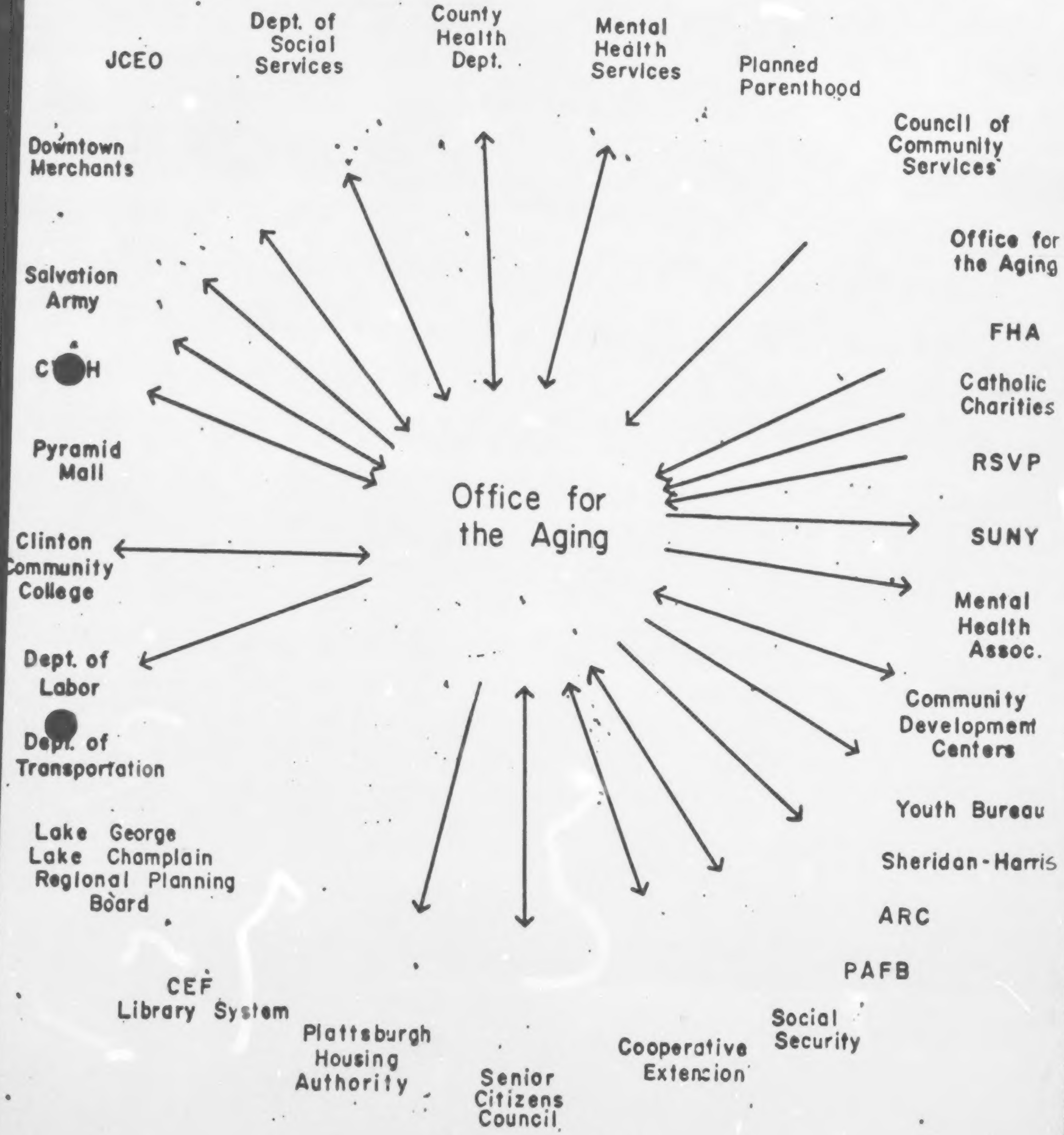
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Center Head Reports Sending Referrals(↑)
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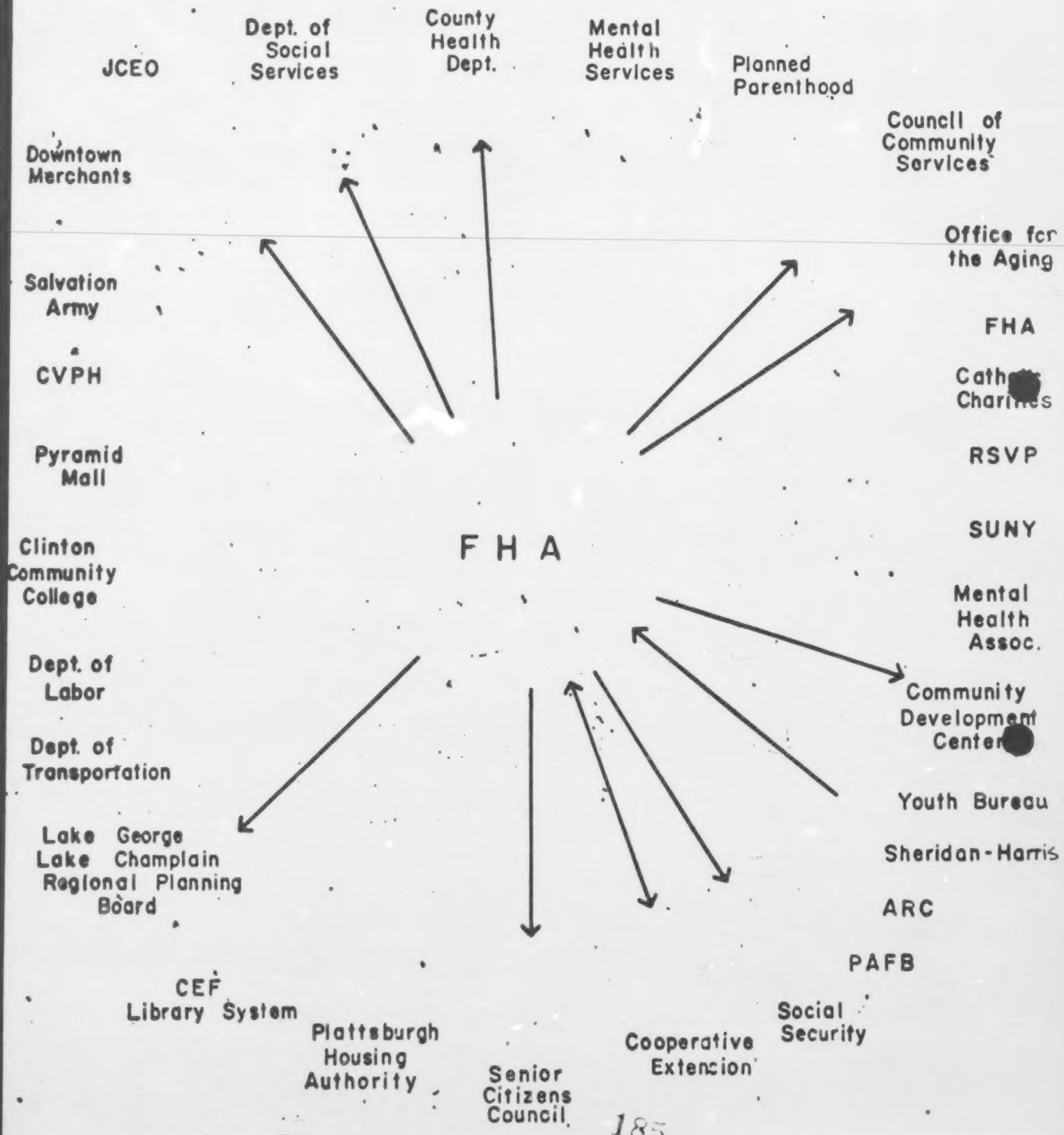
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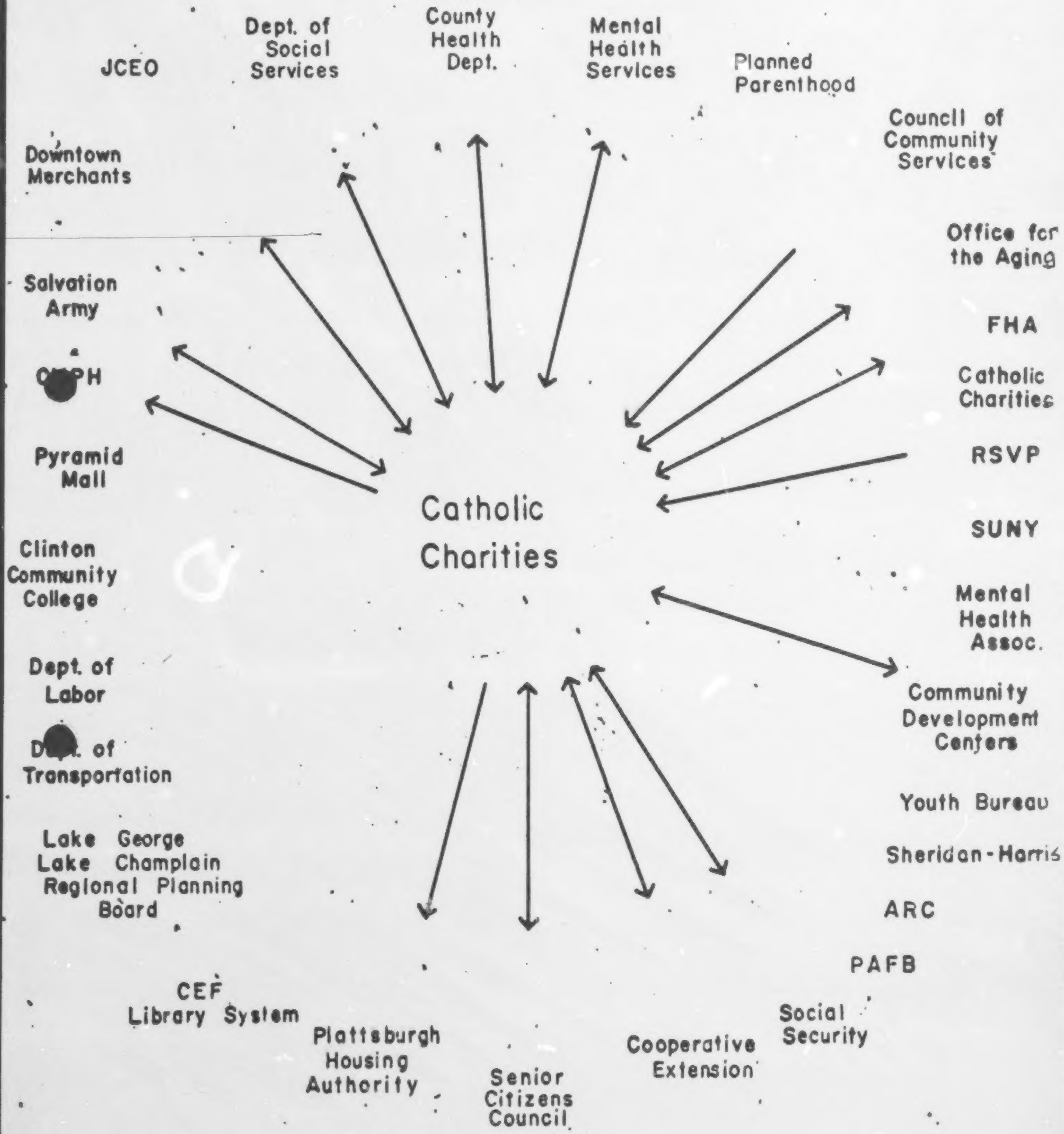
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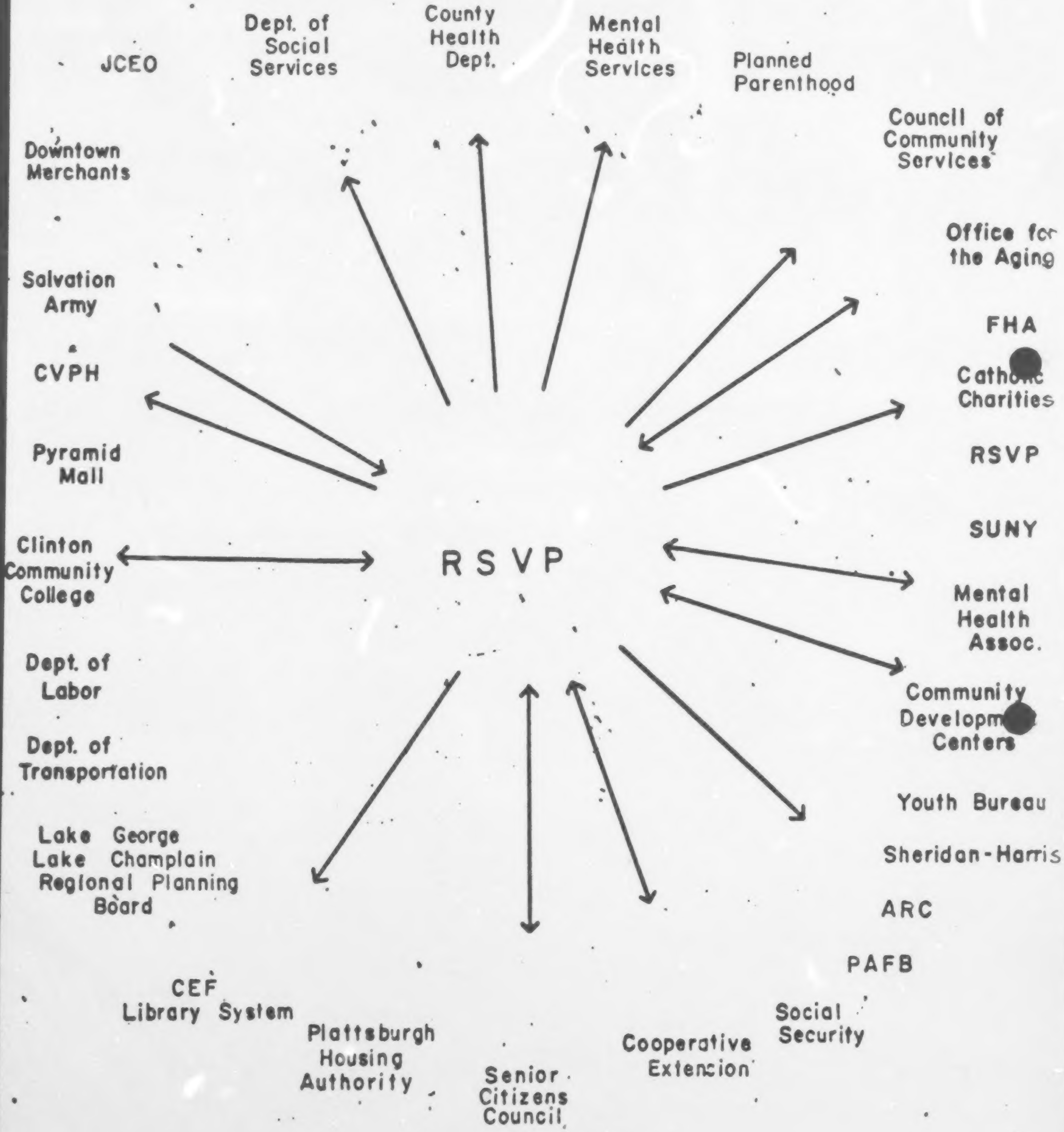
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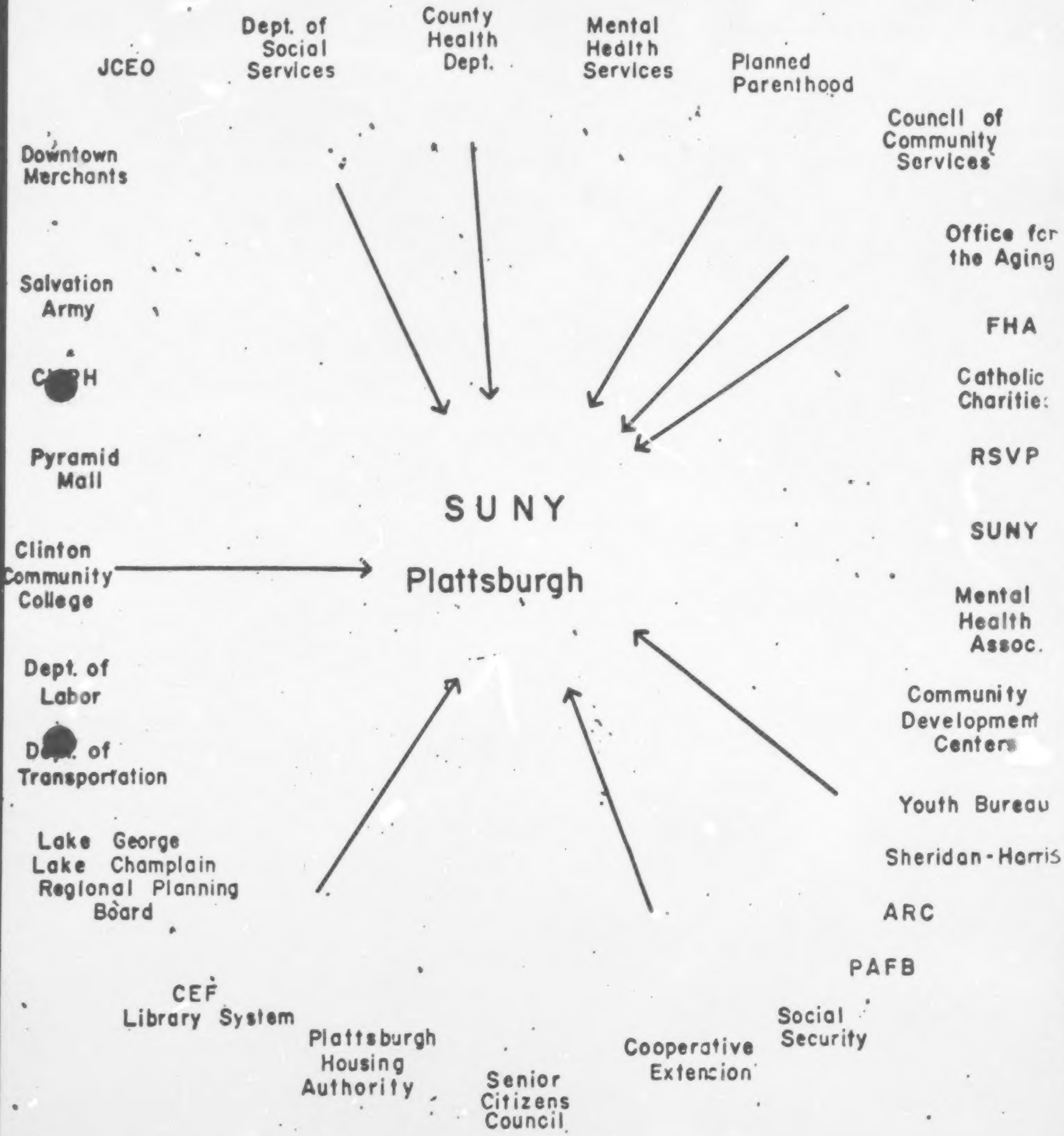
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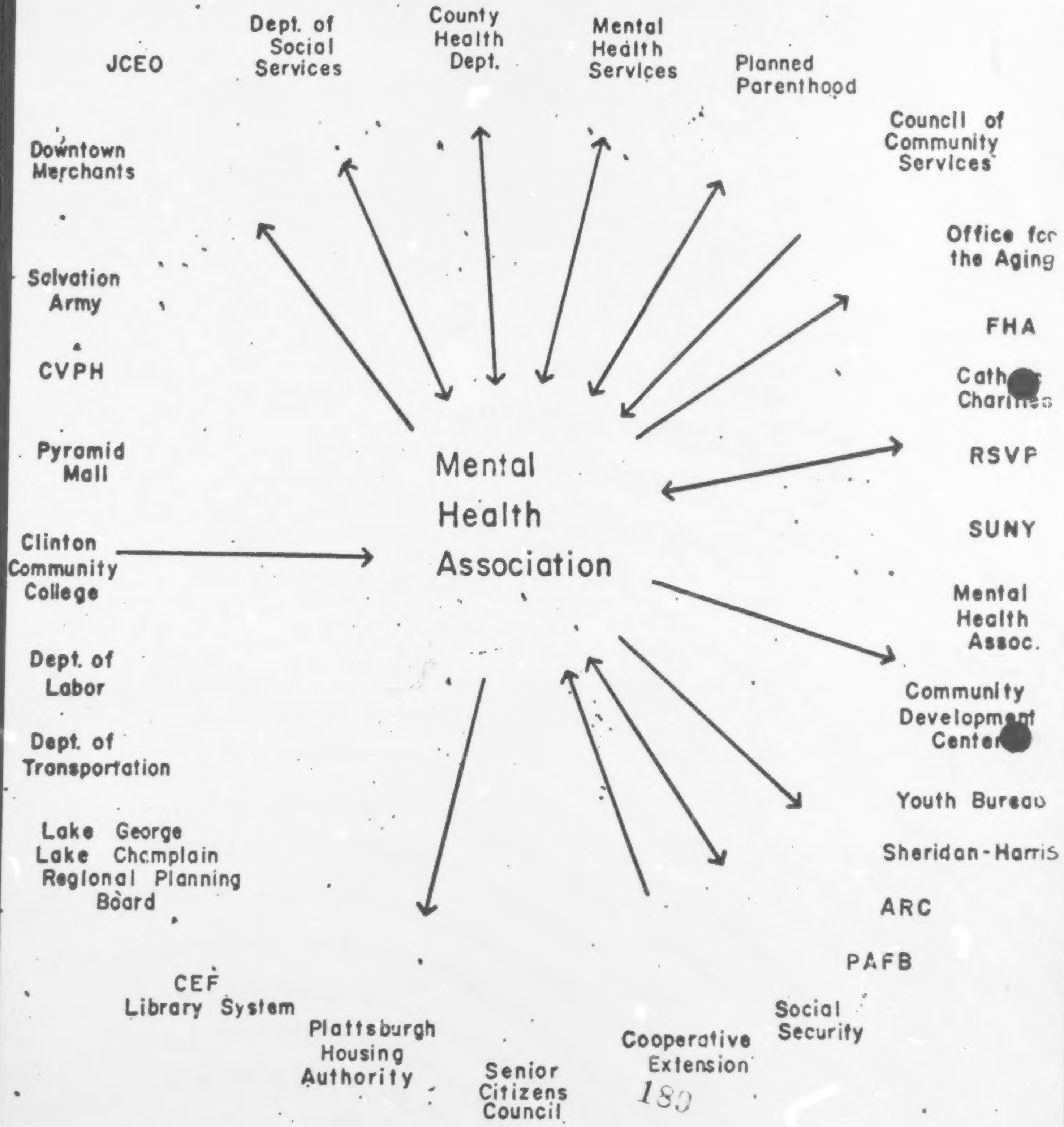
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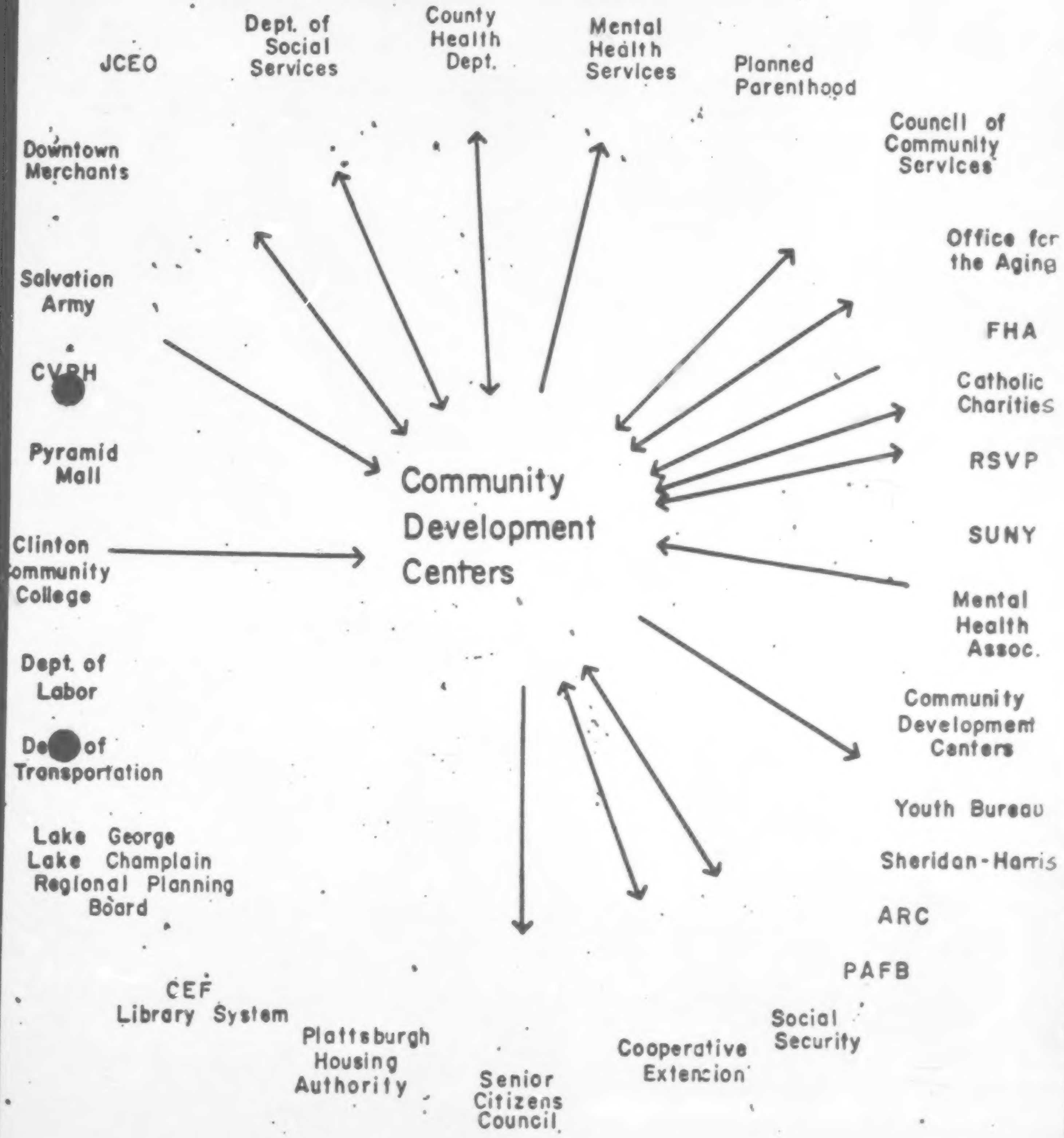
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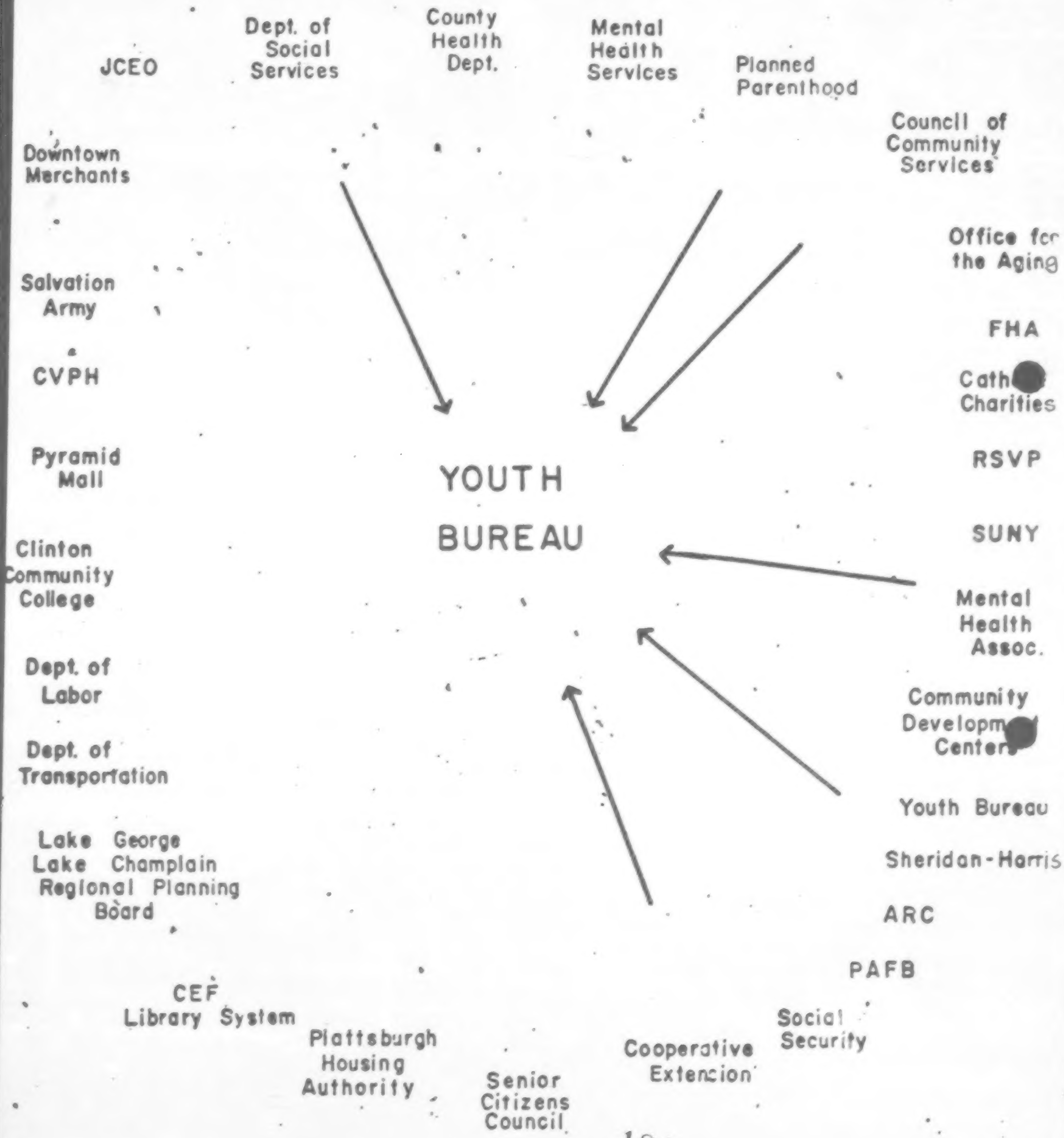
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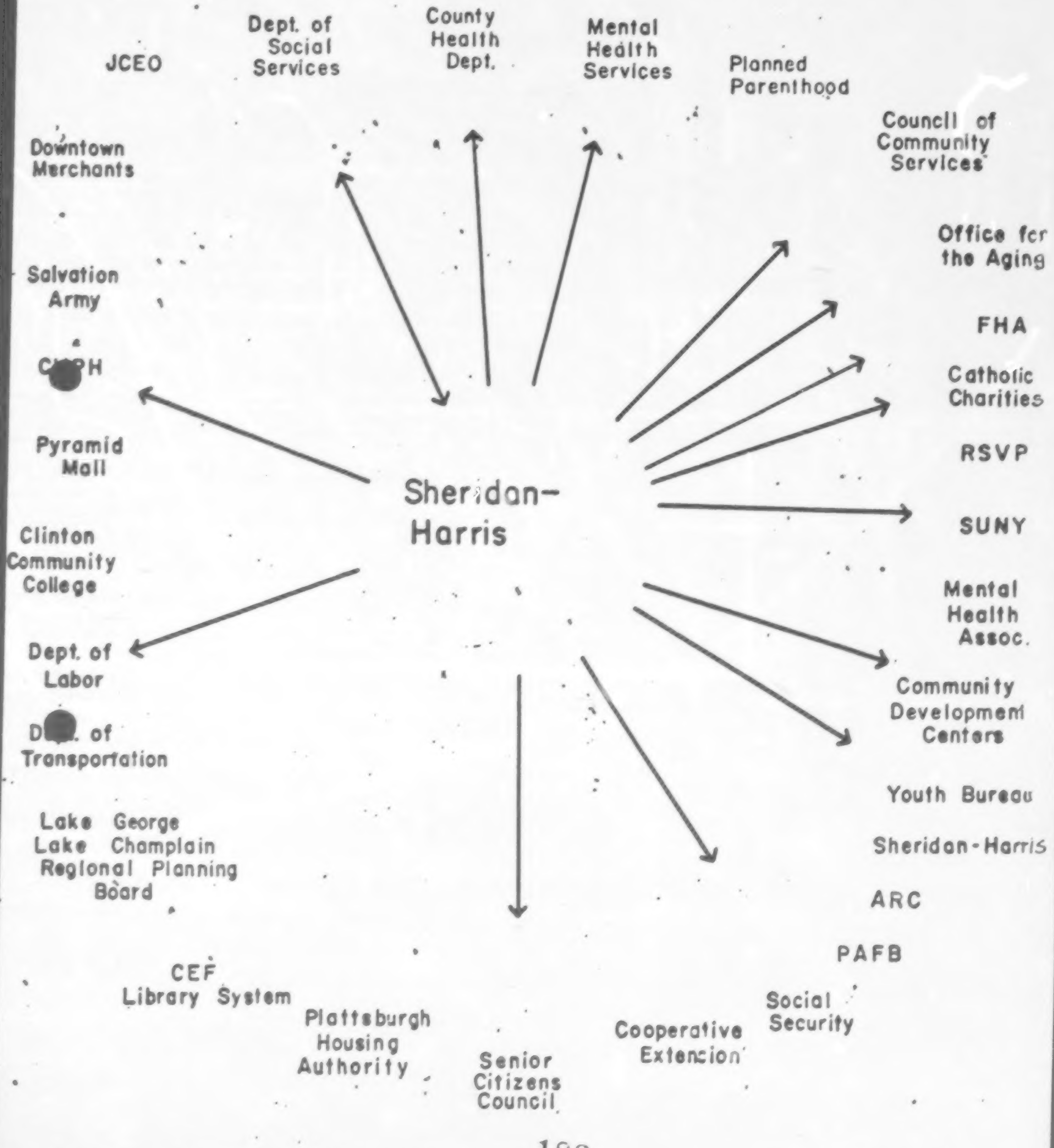
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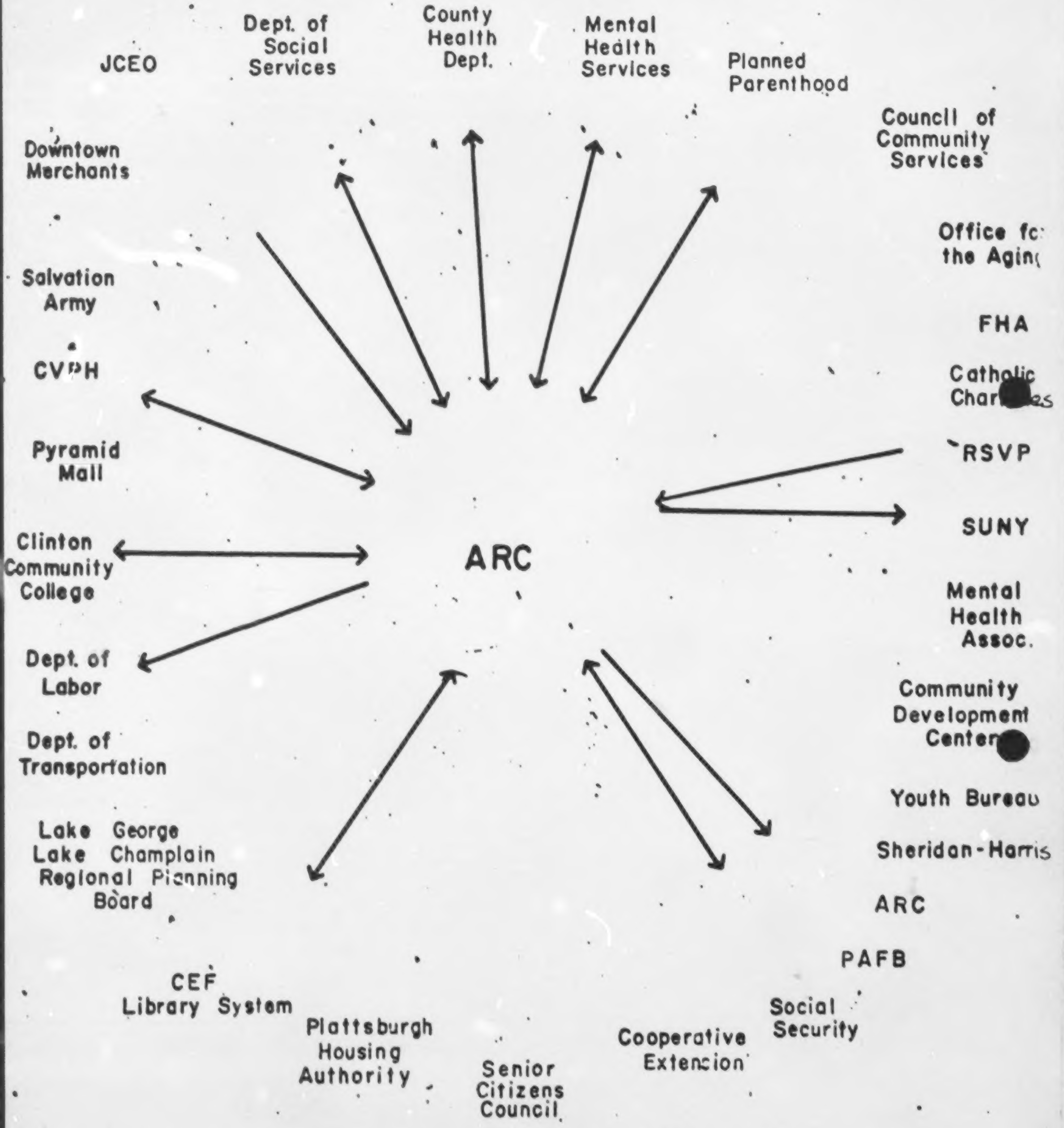
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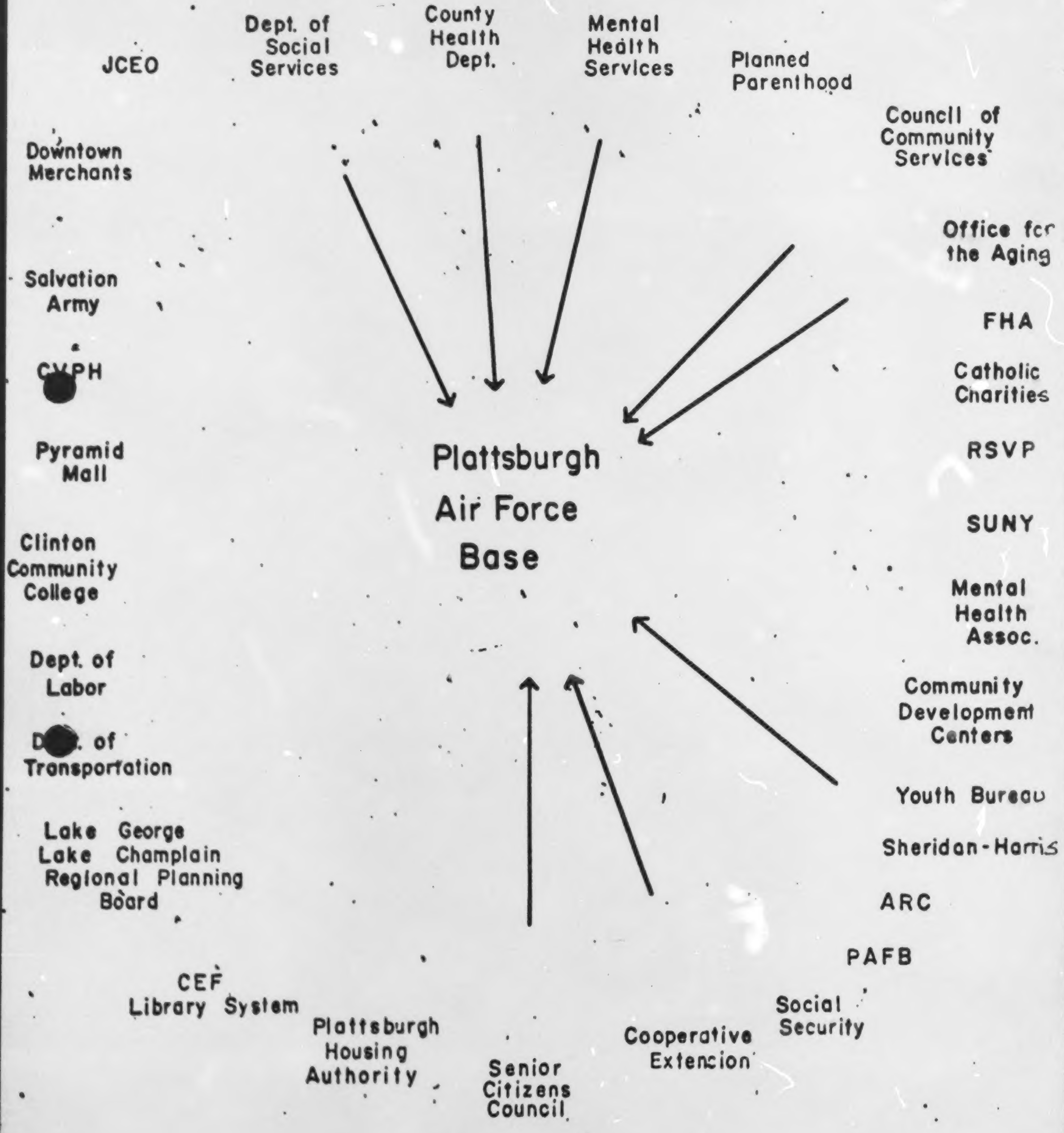

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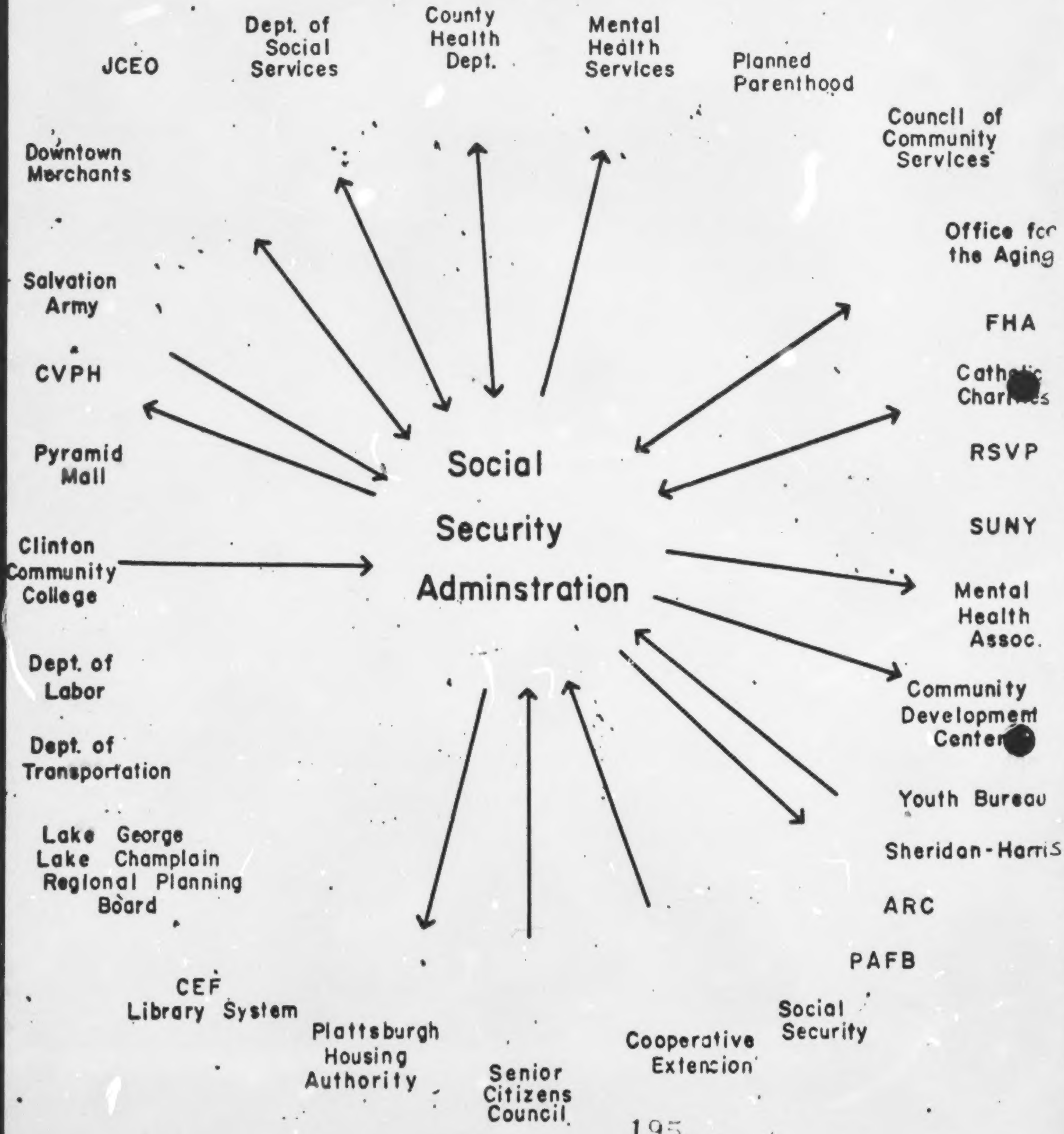
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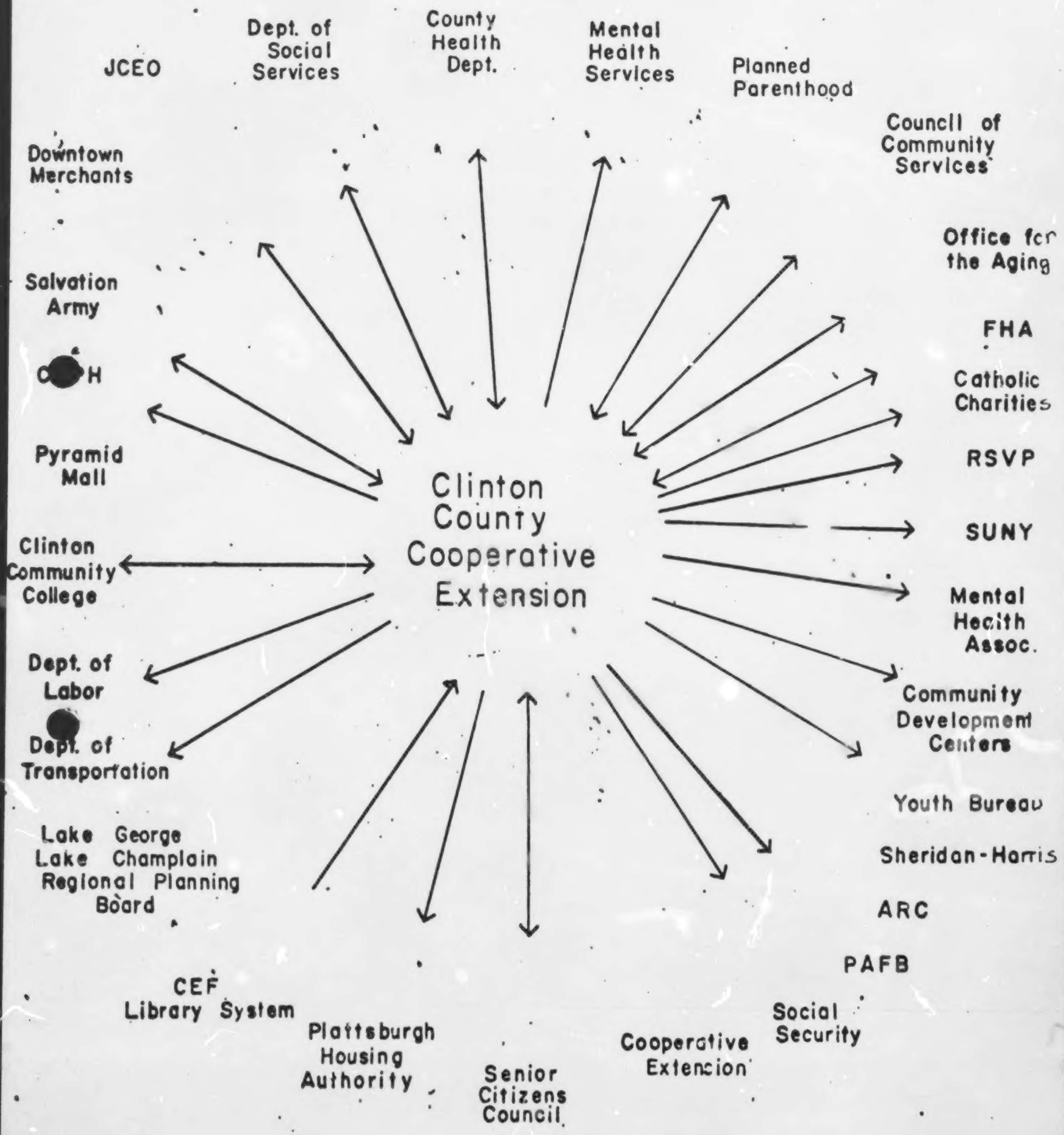
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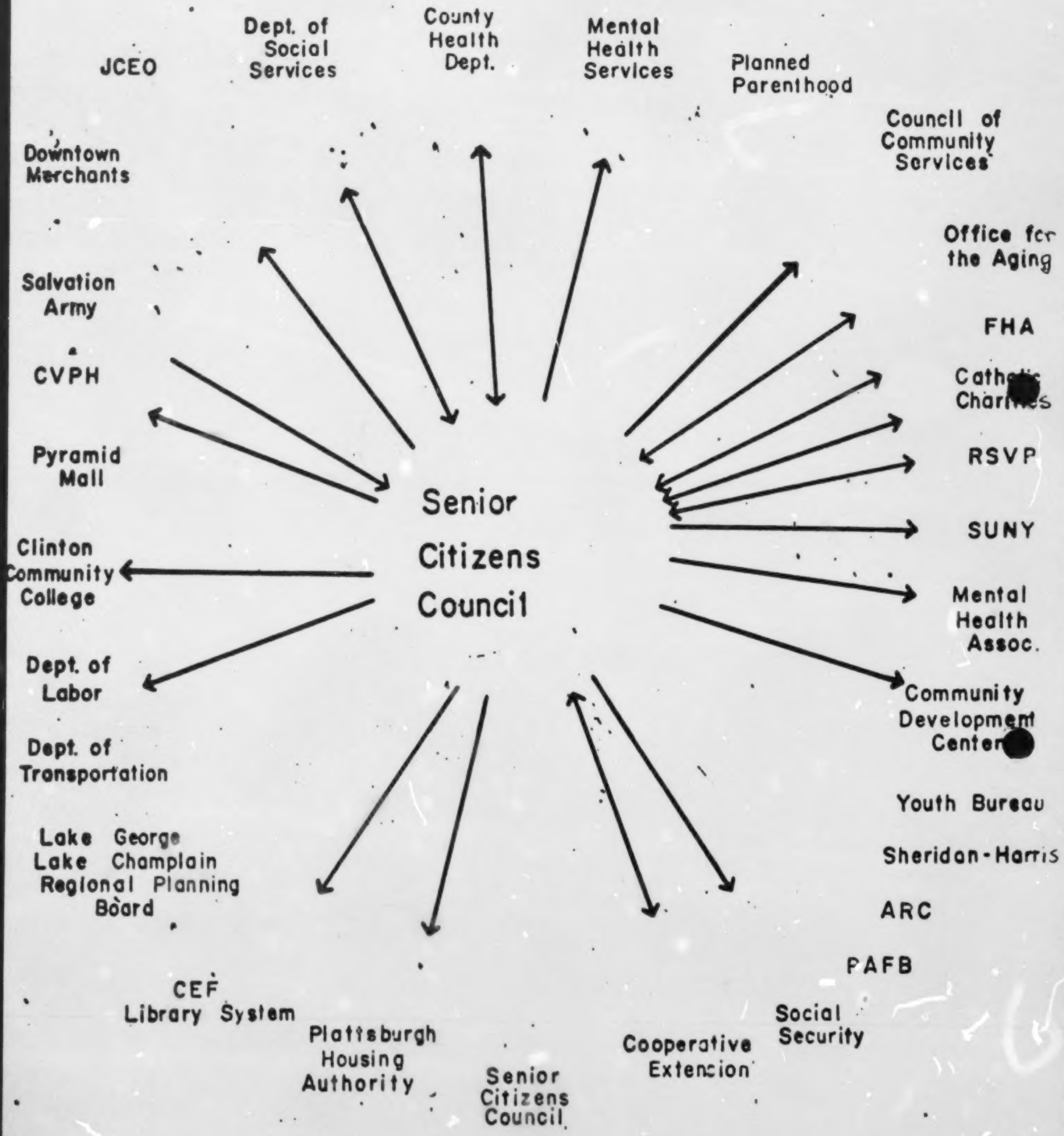
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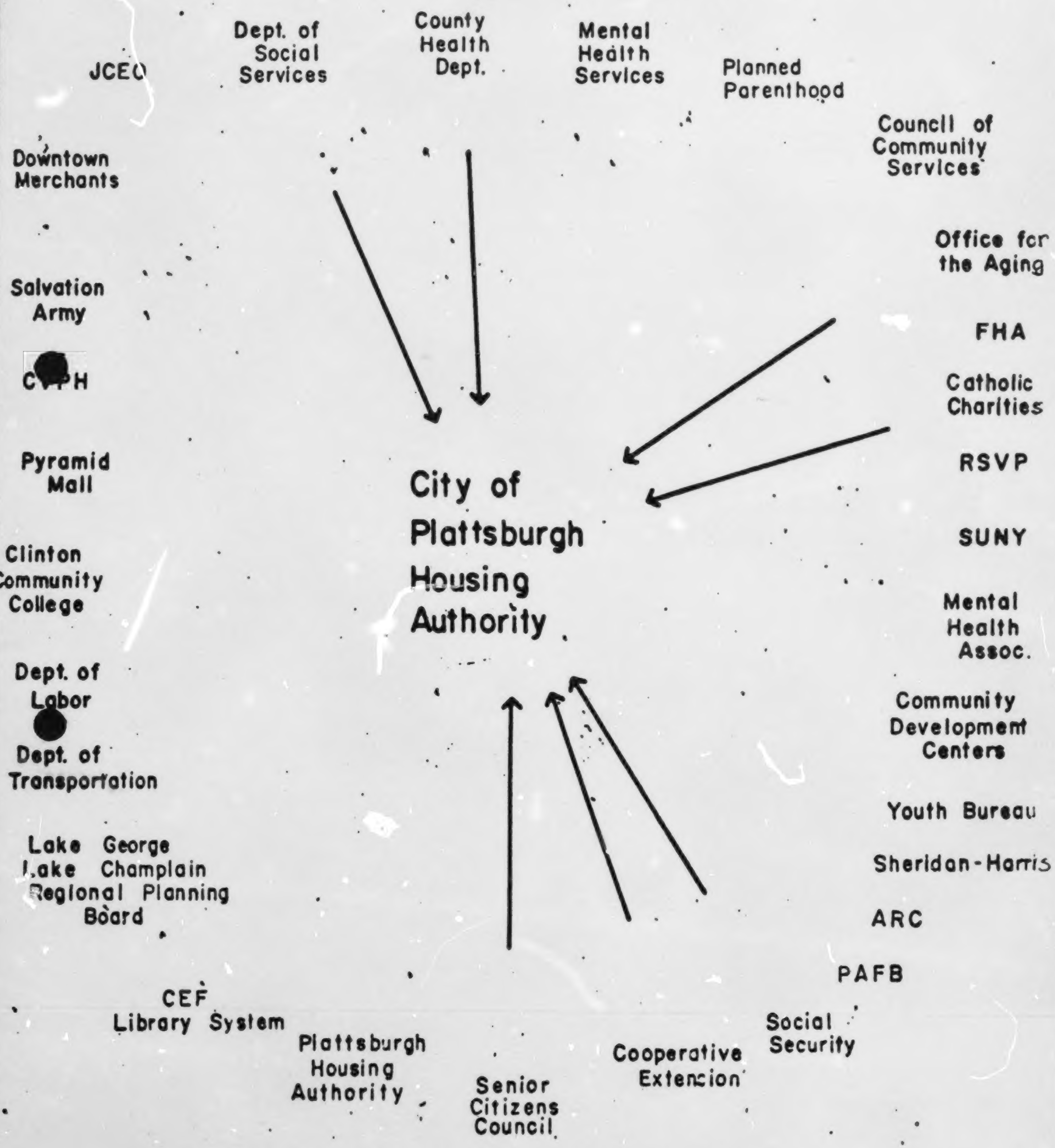
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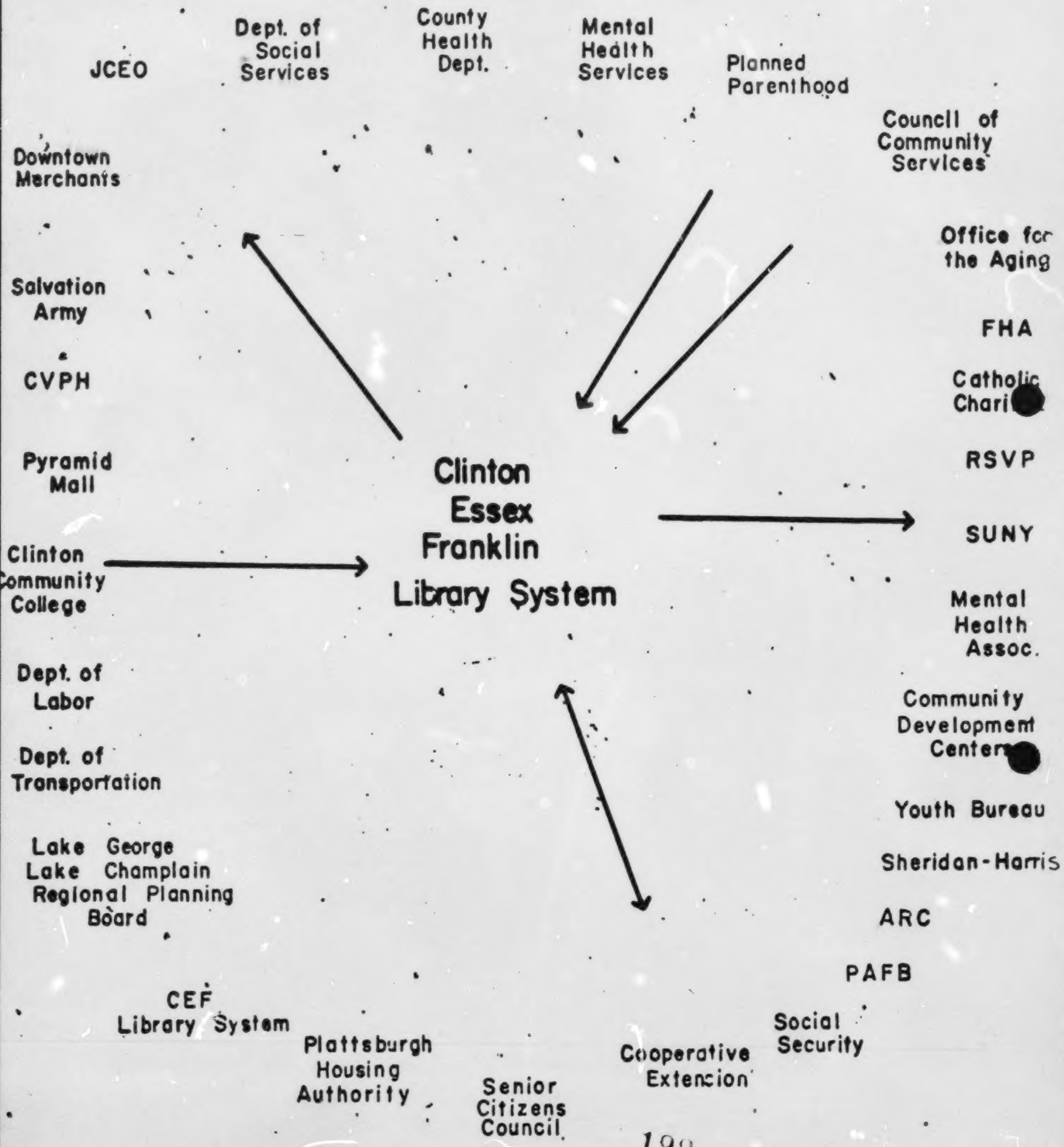
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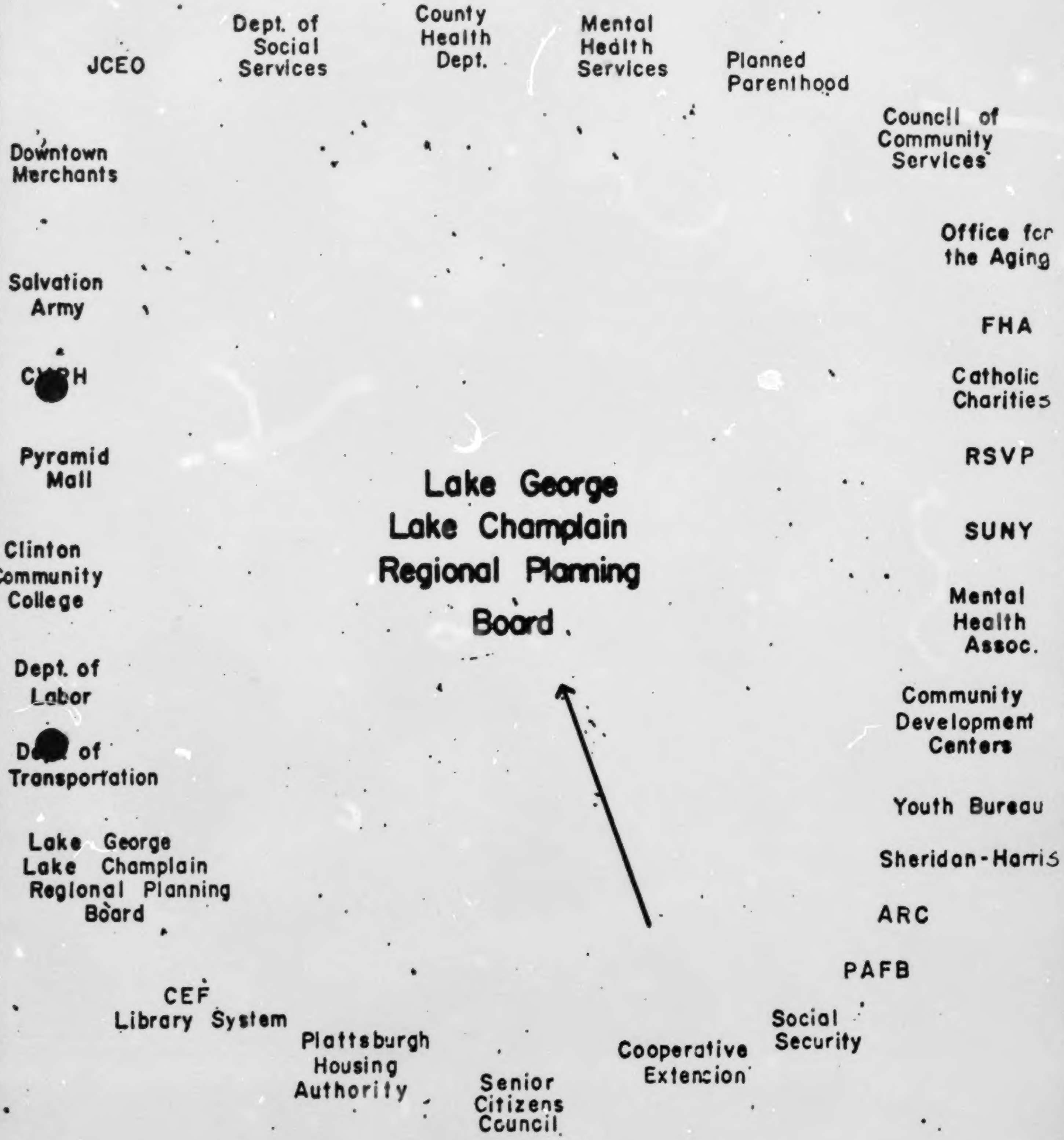
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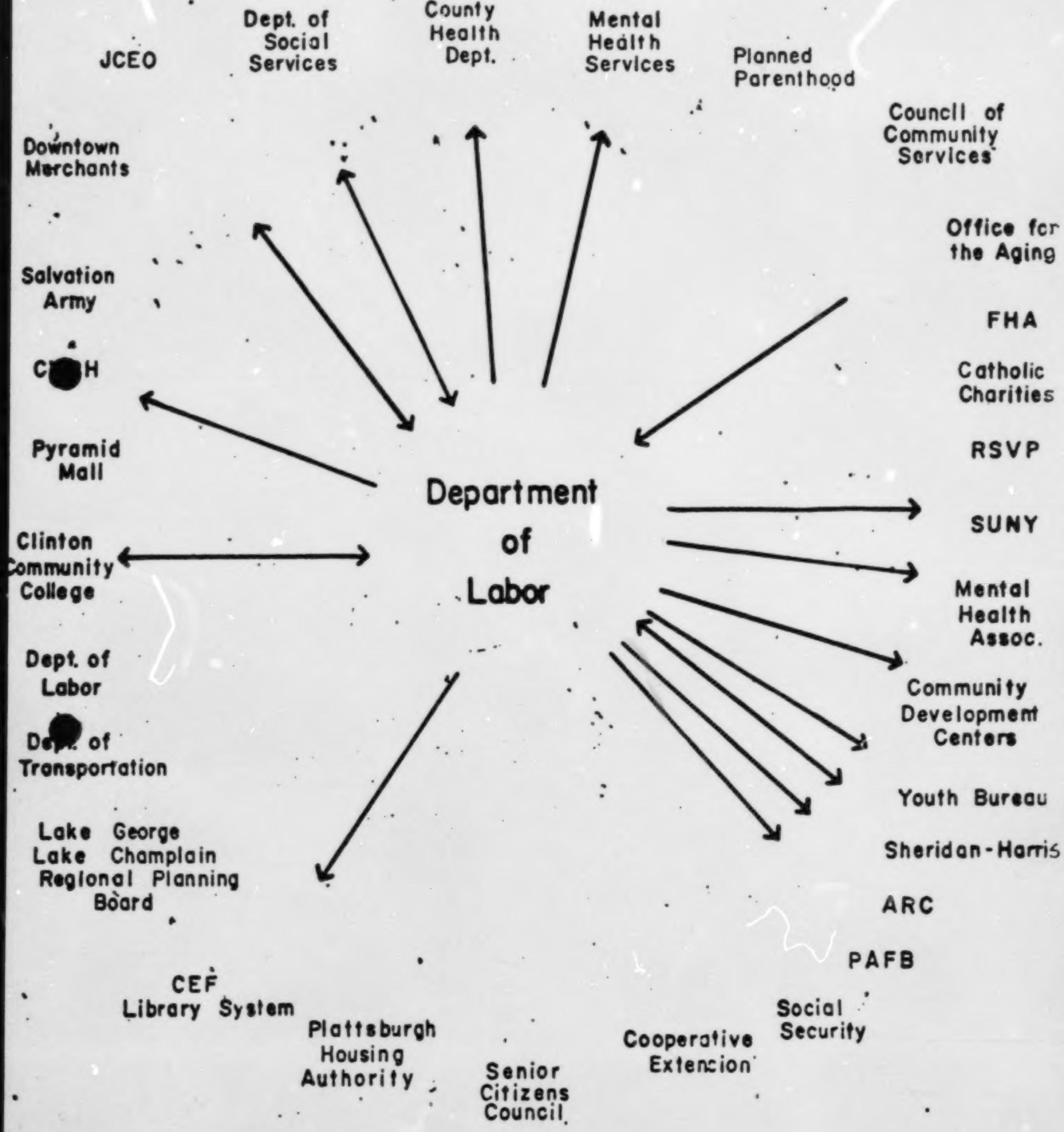
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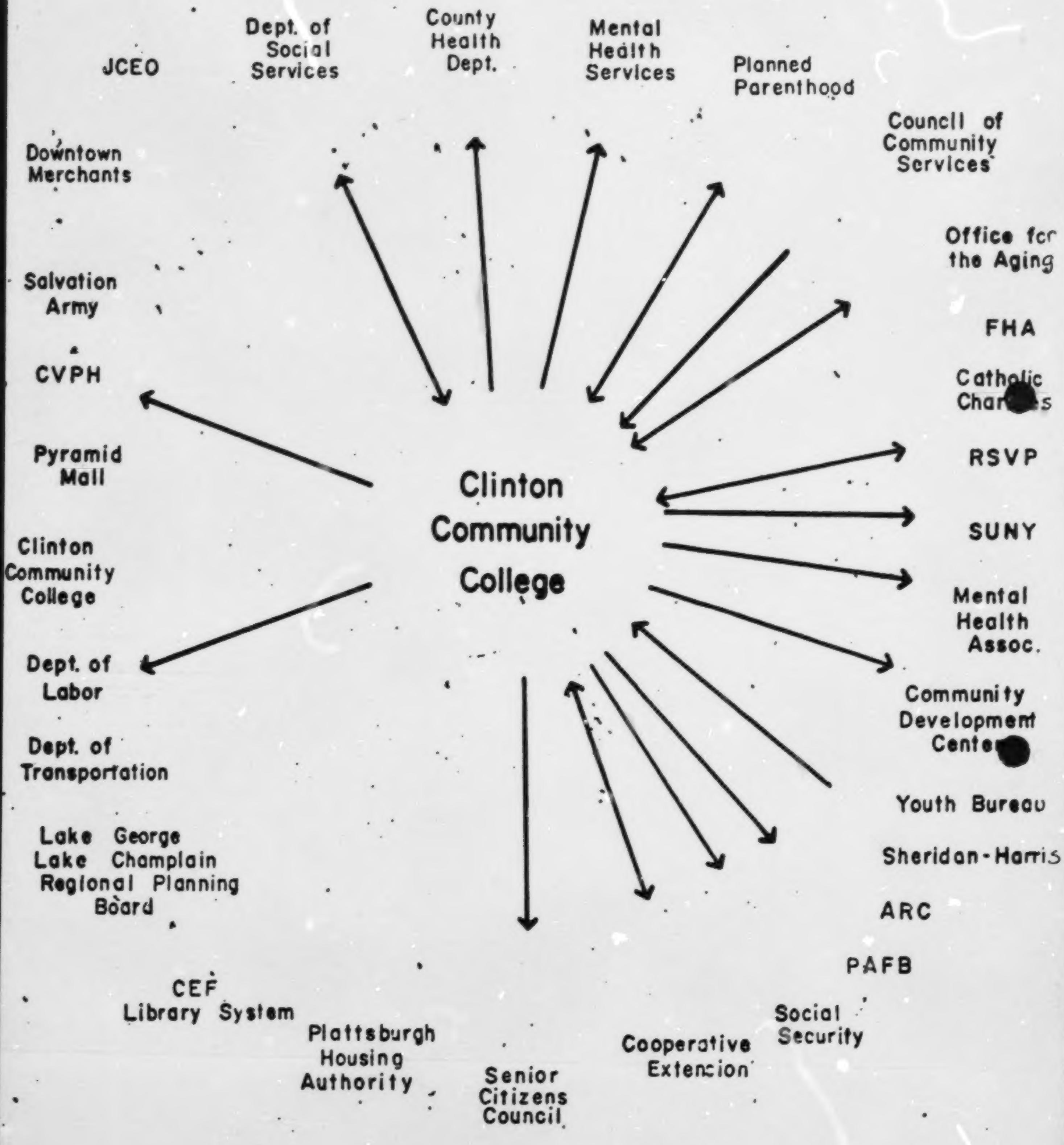
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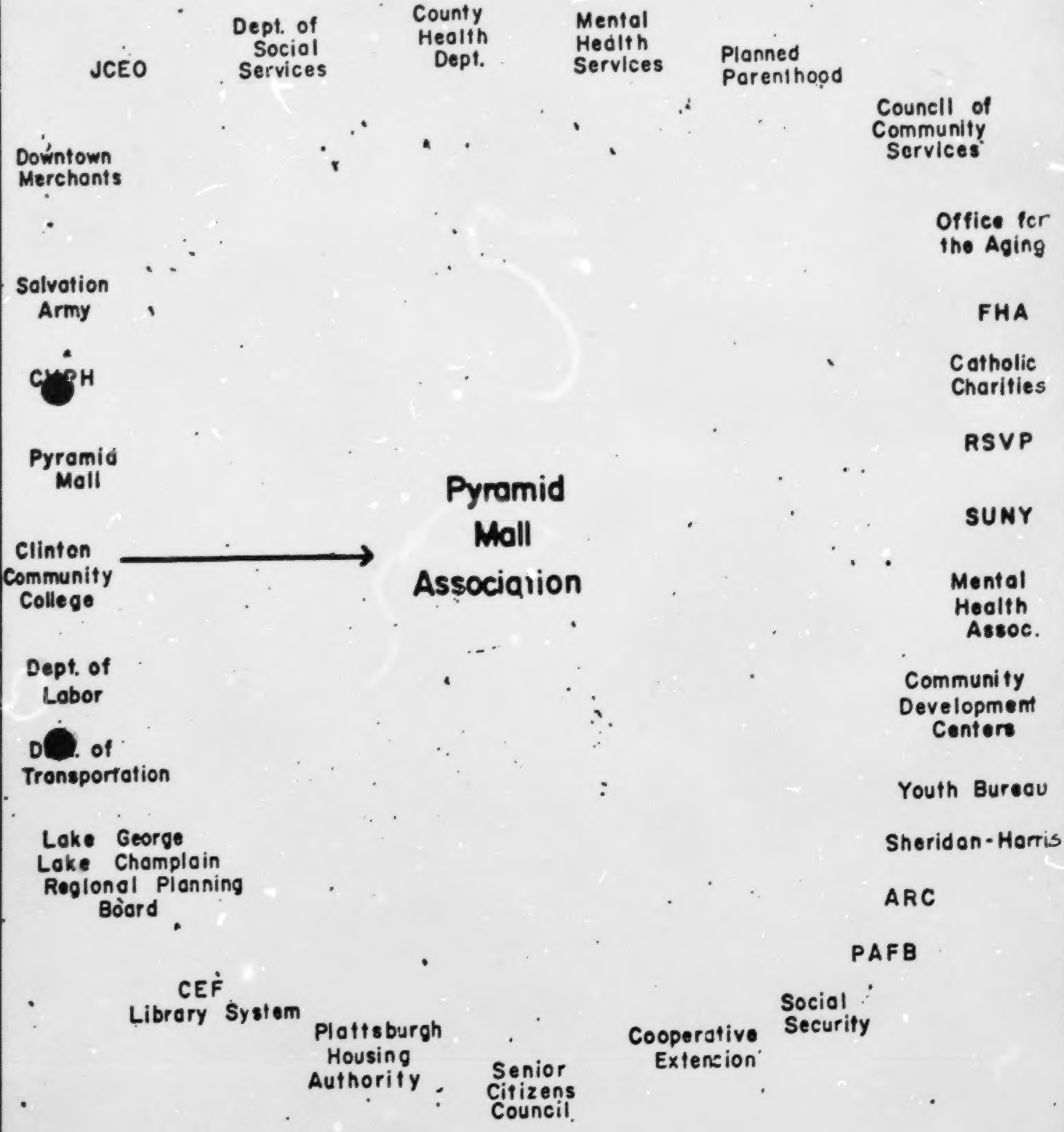
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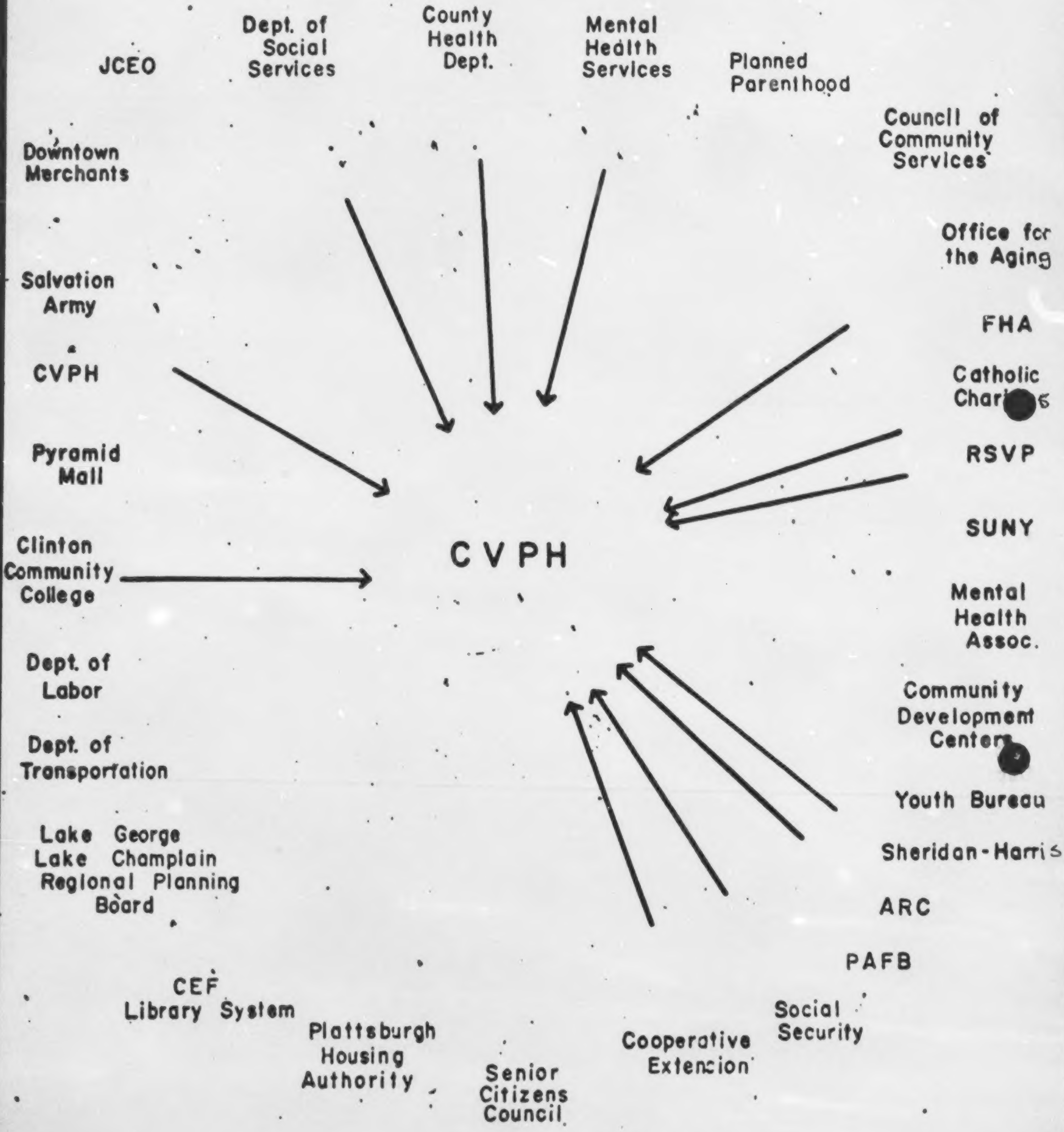
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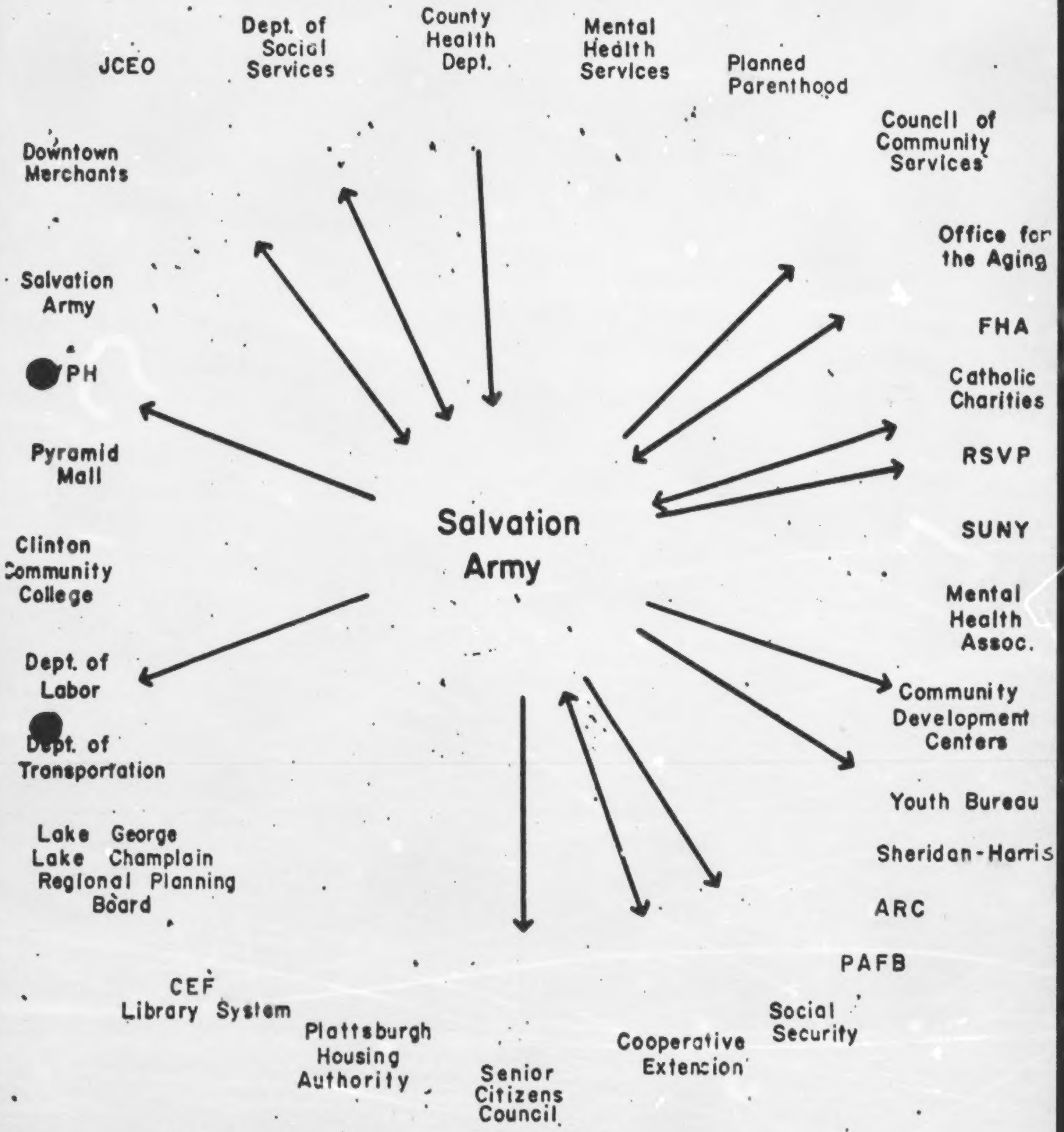
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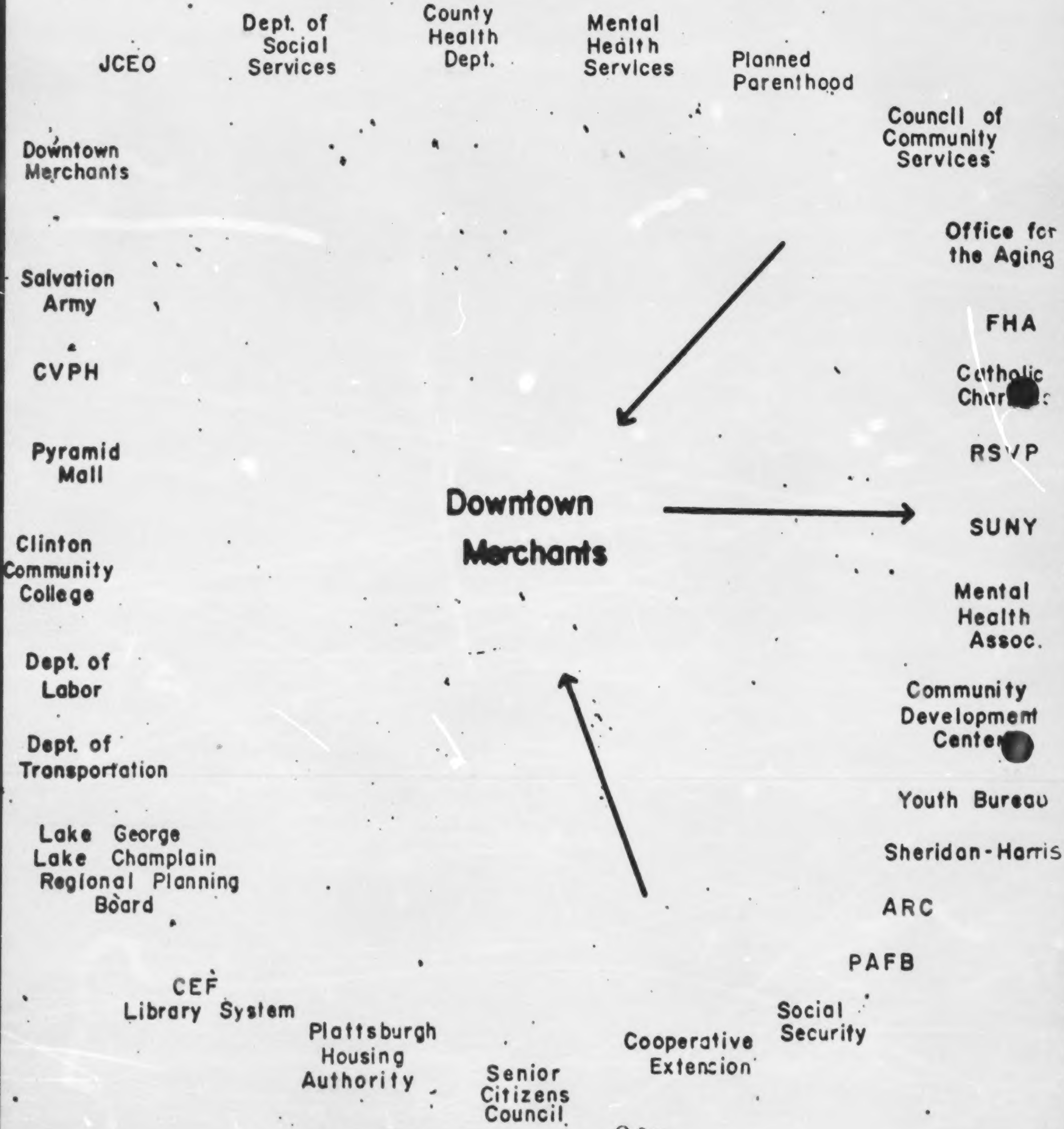
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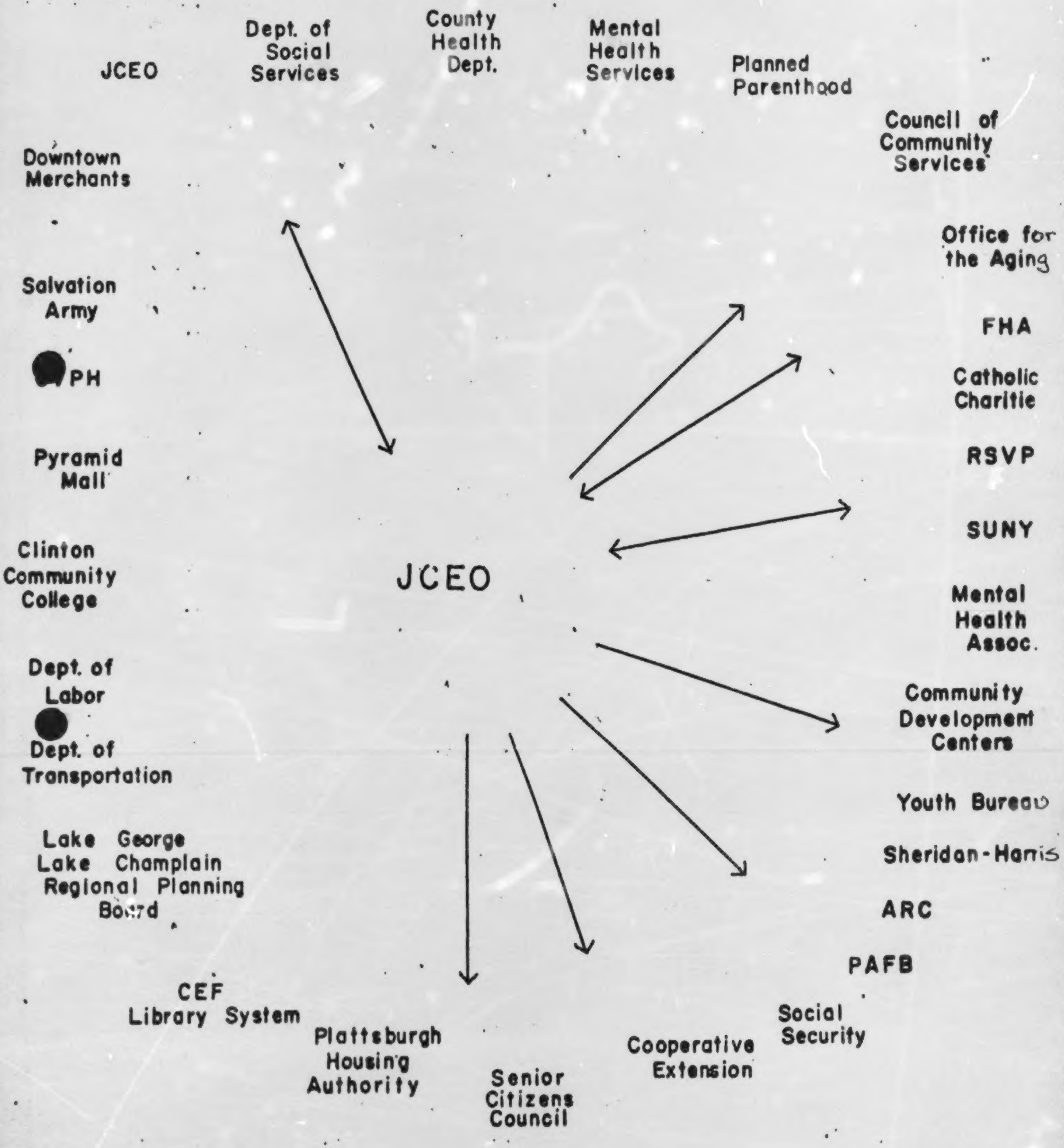
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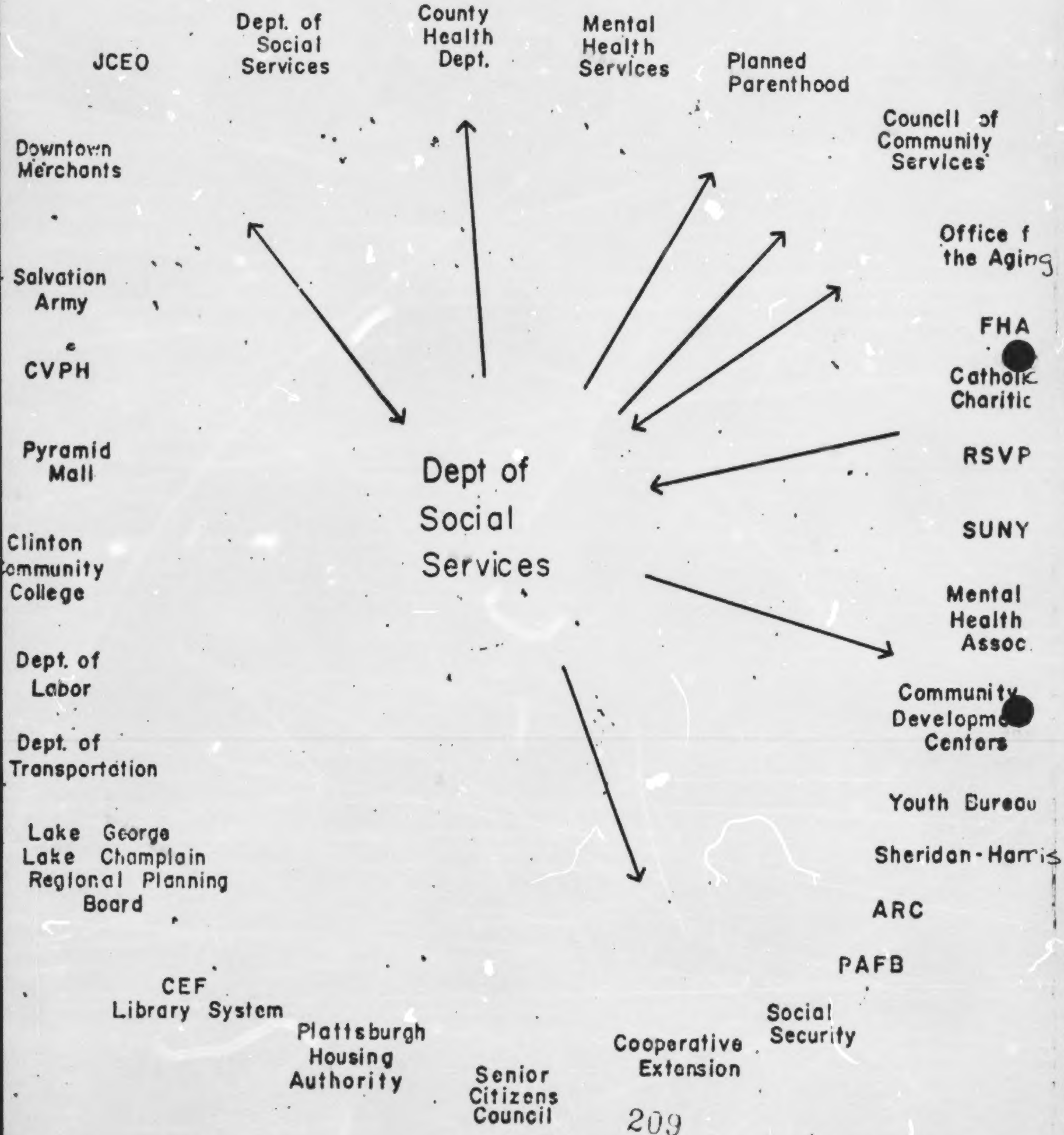
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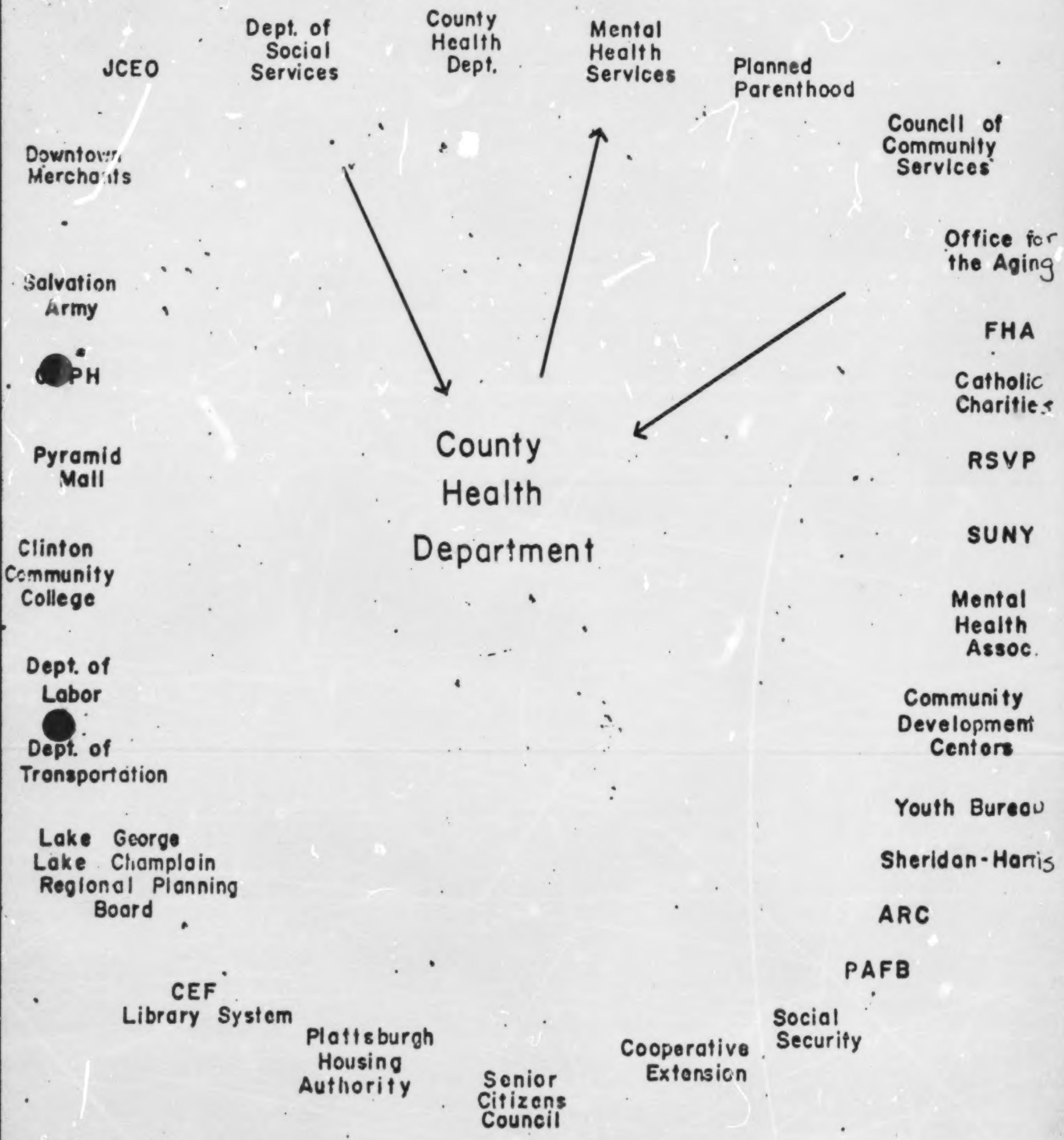
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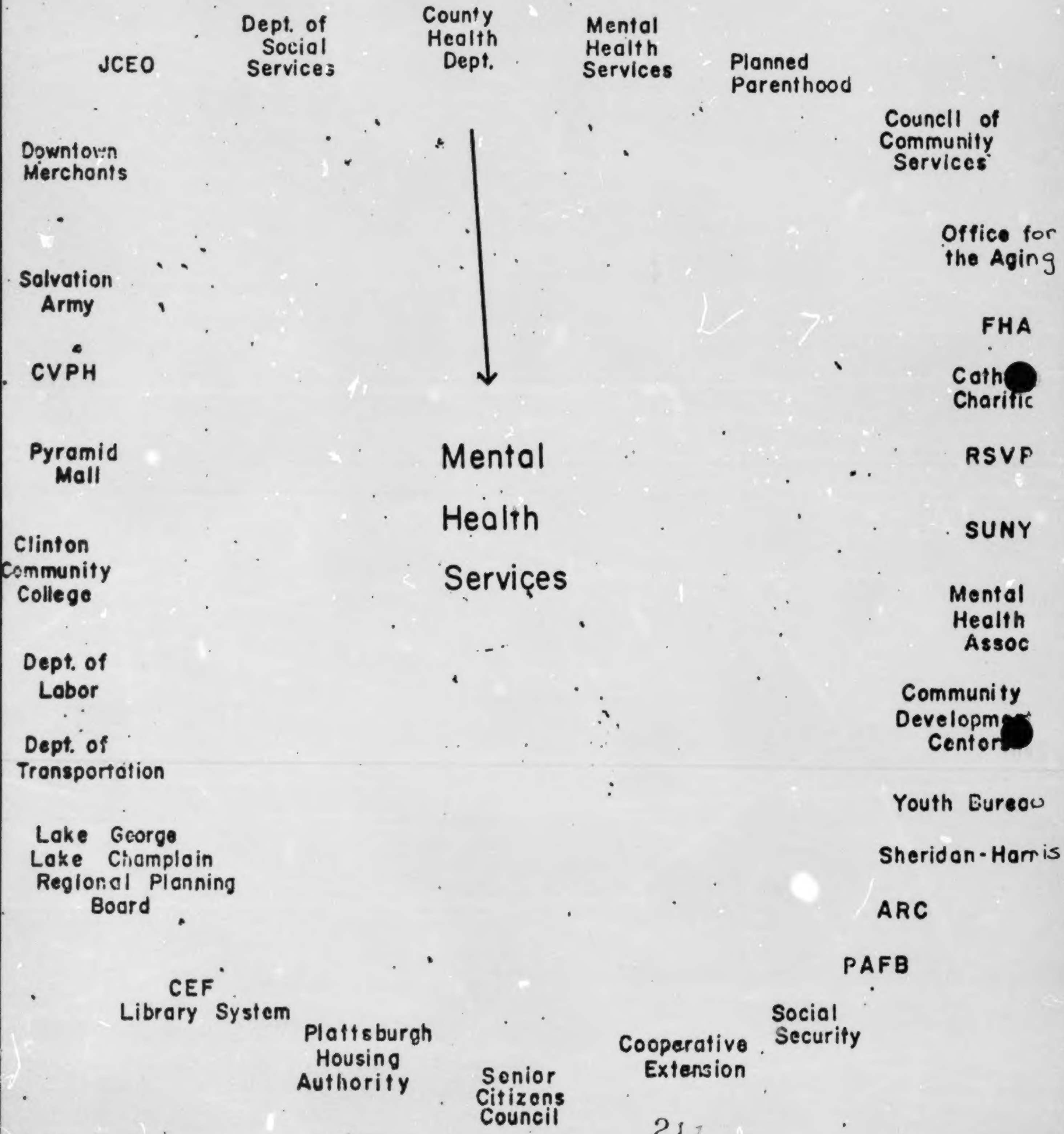
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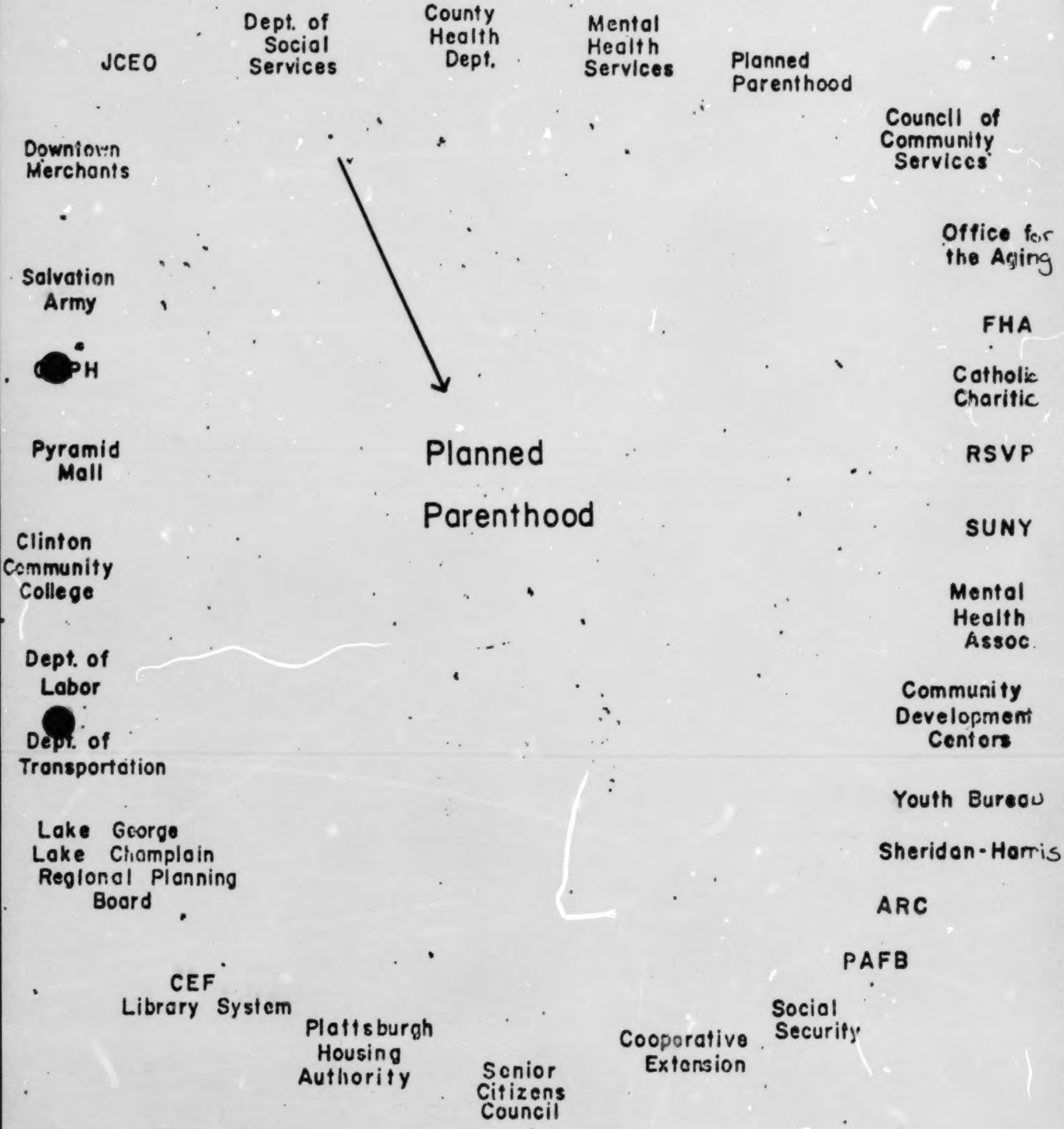
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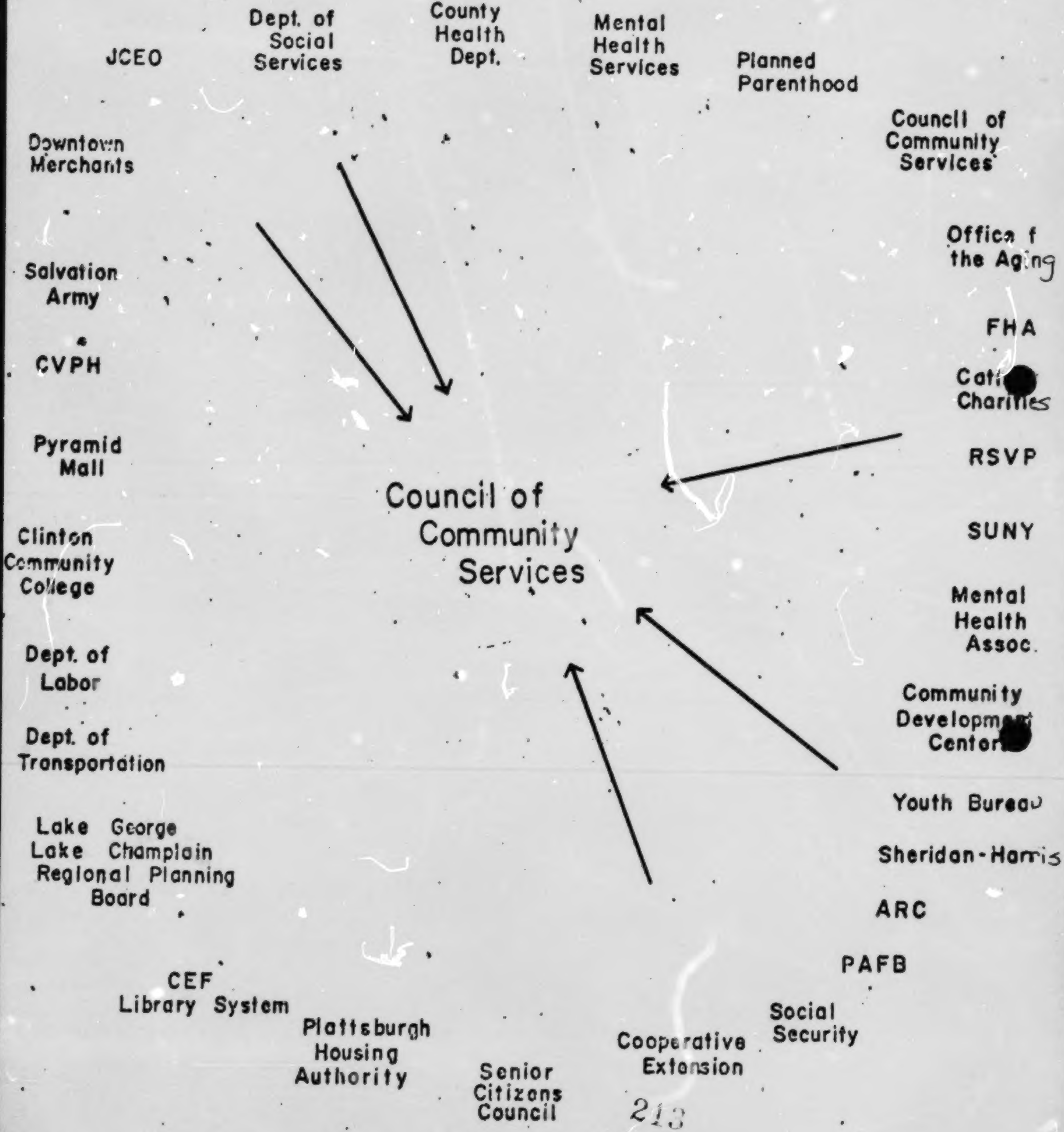
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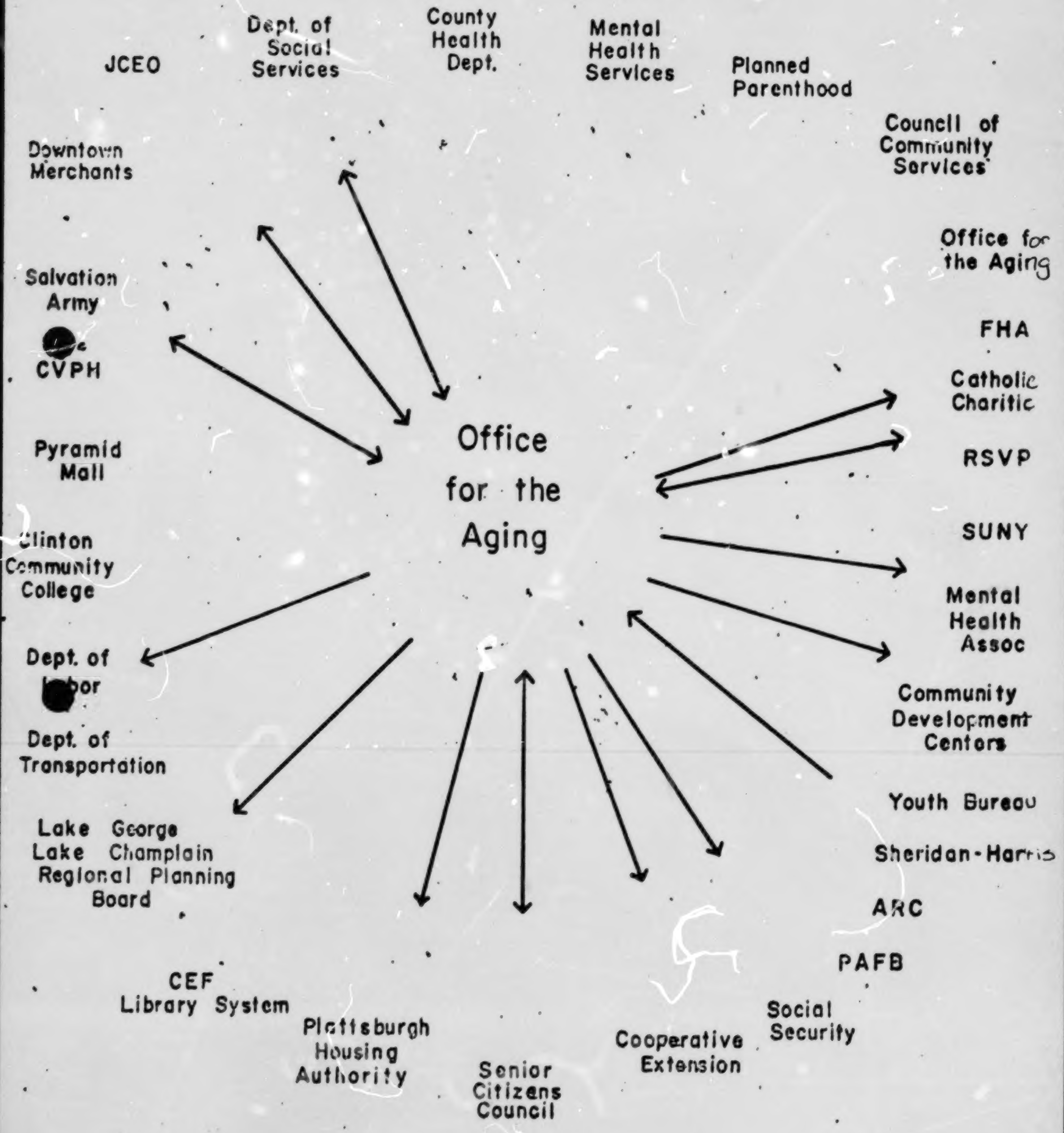
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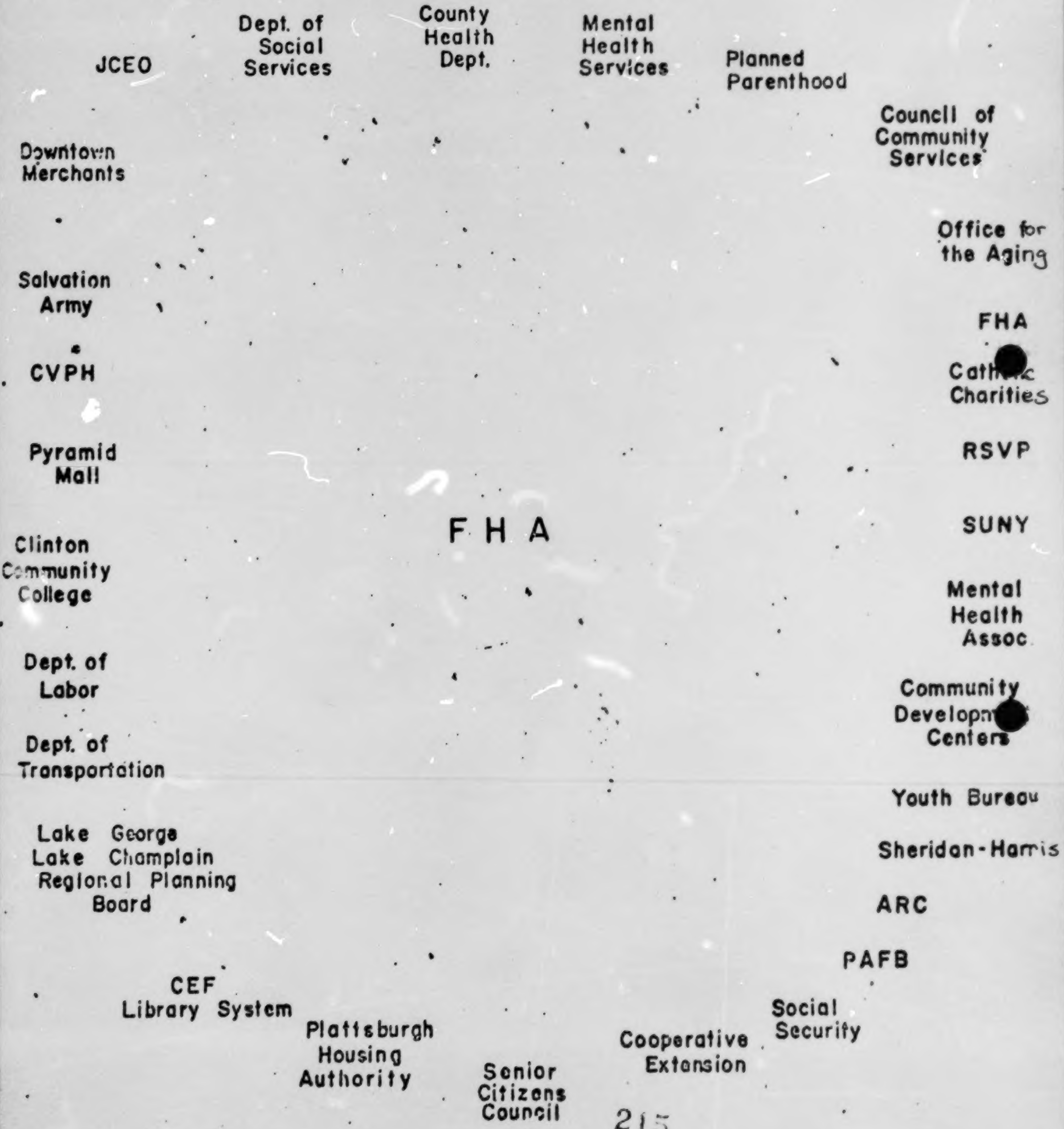
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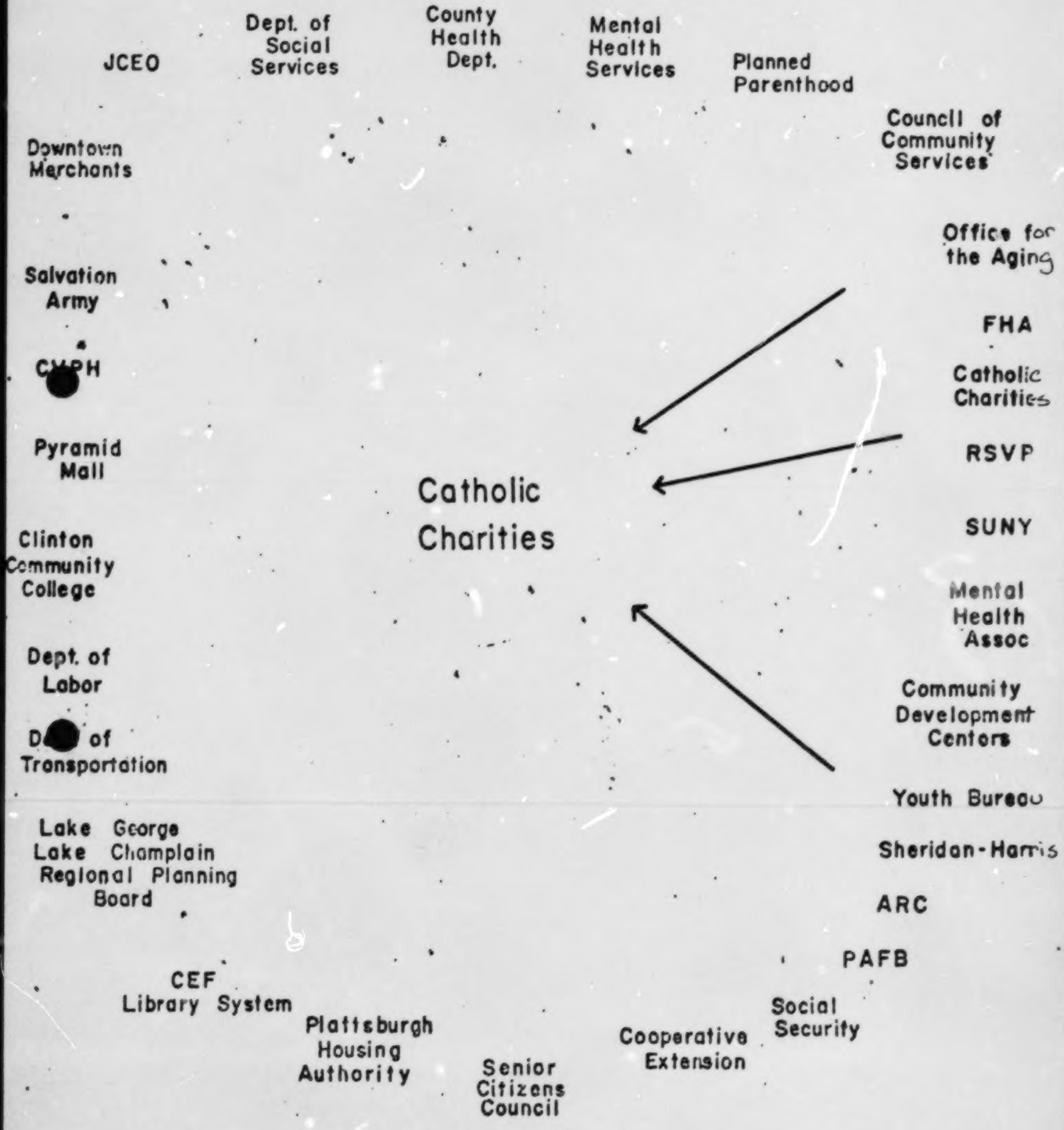
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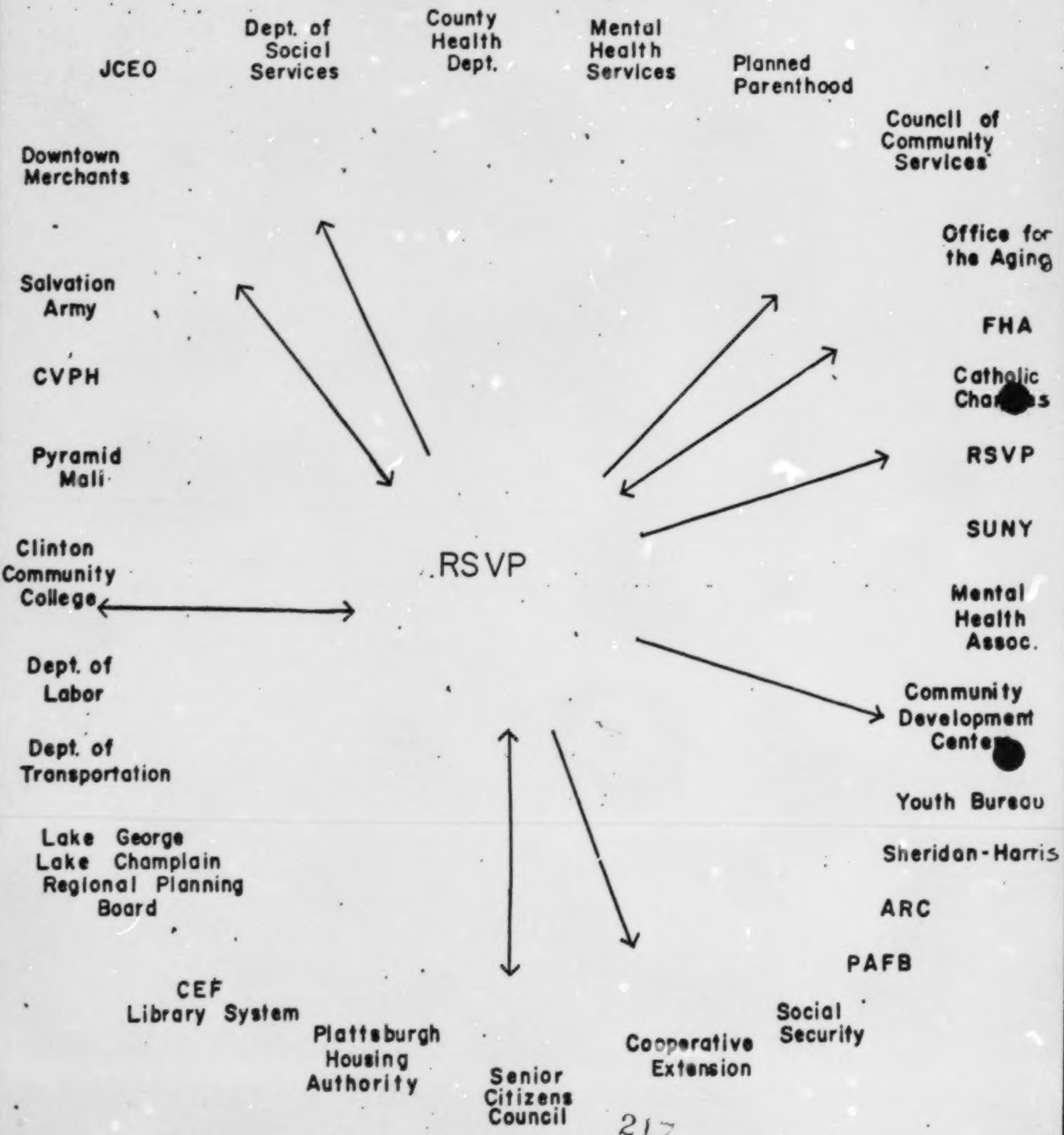
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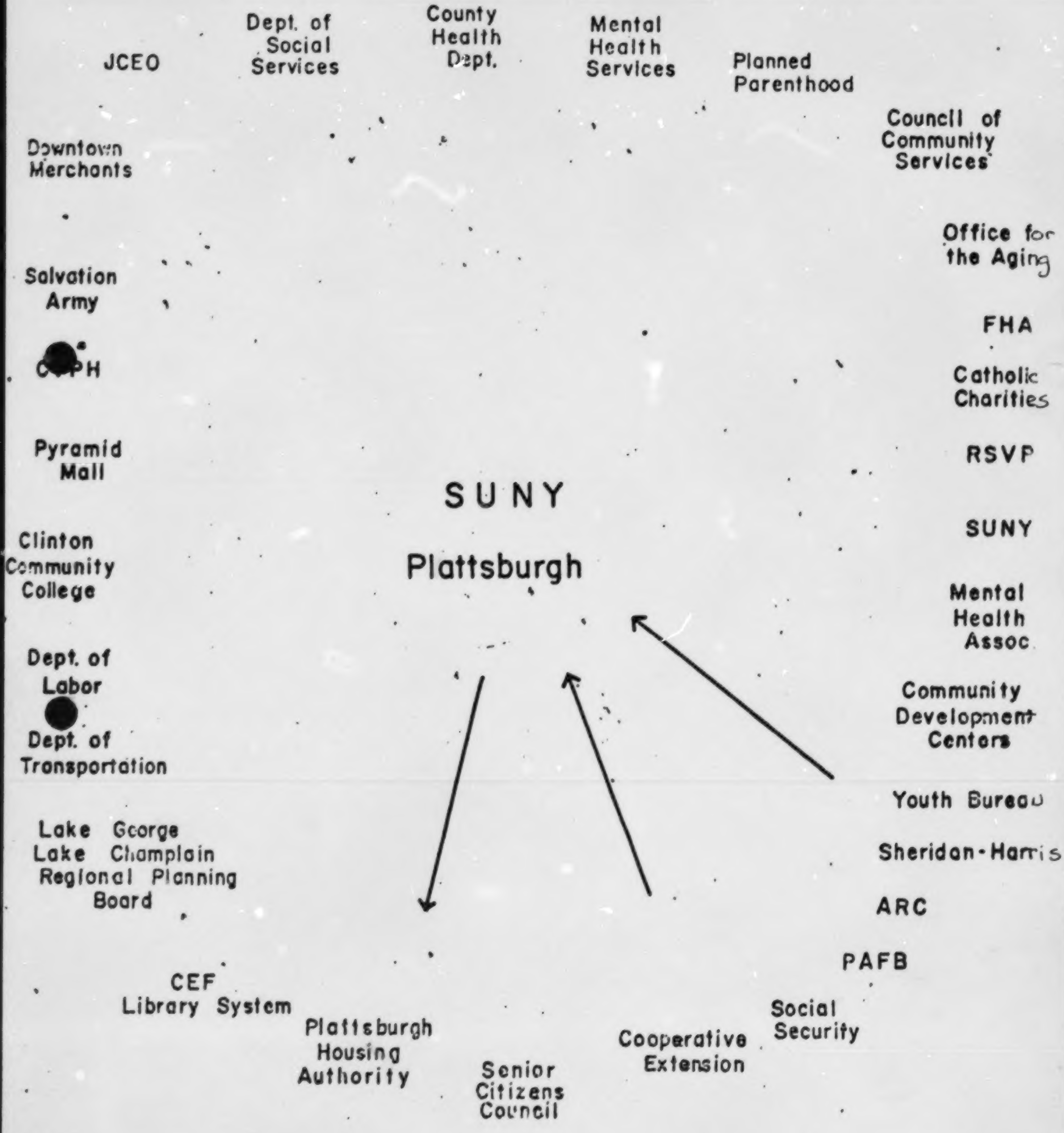
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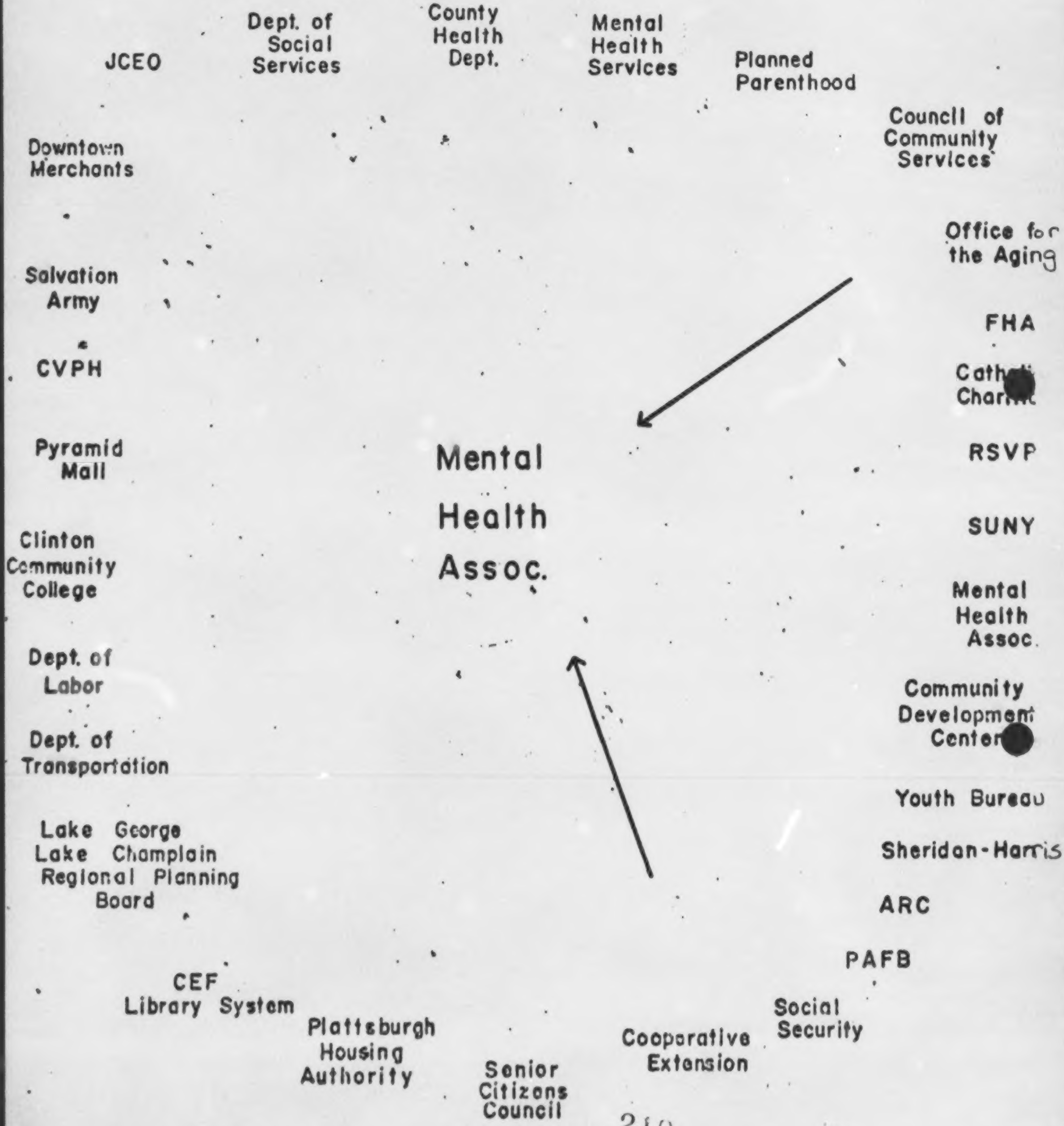
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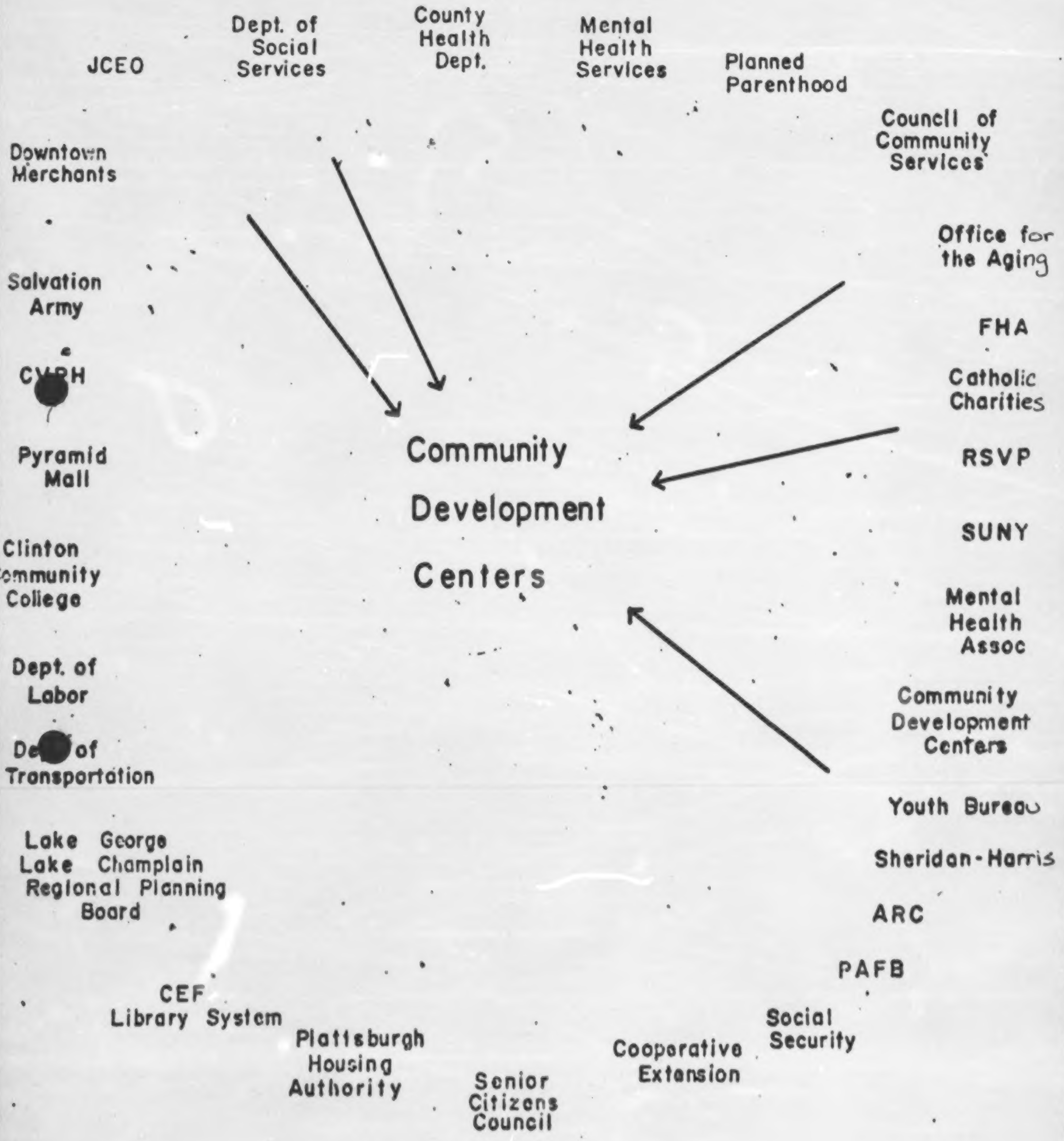
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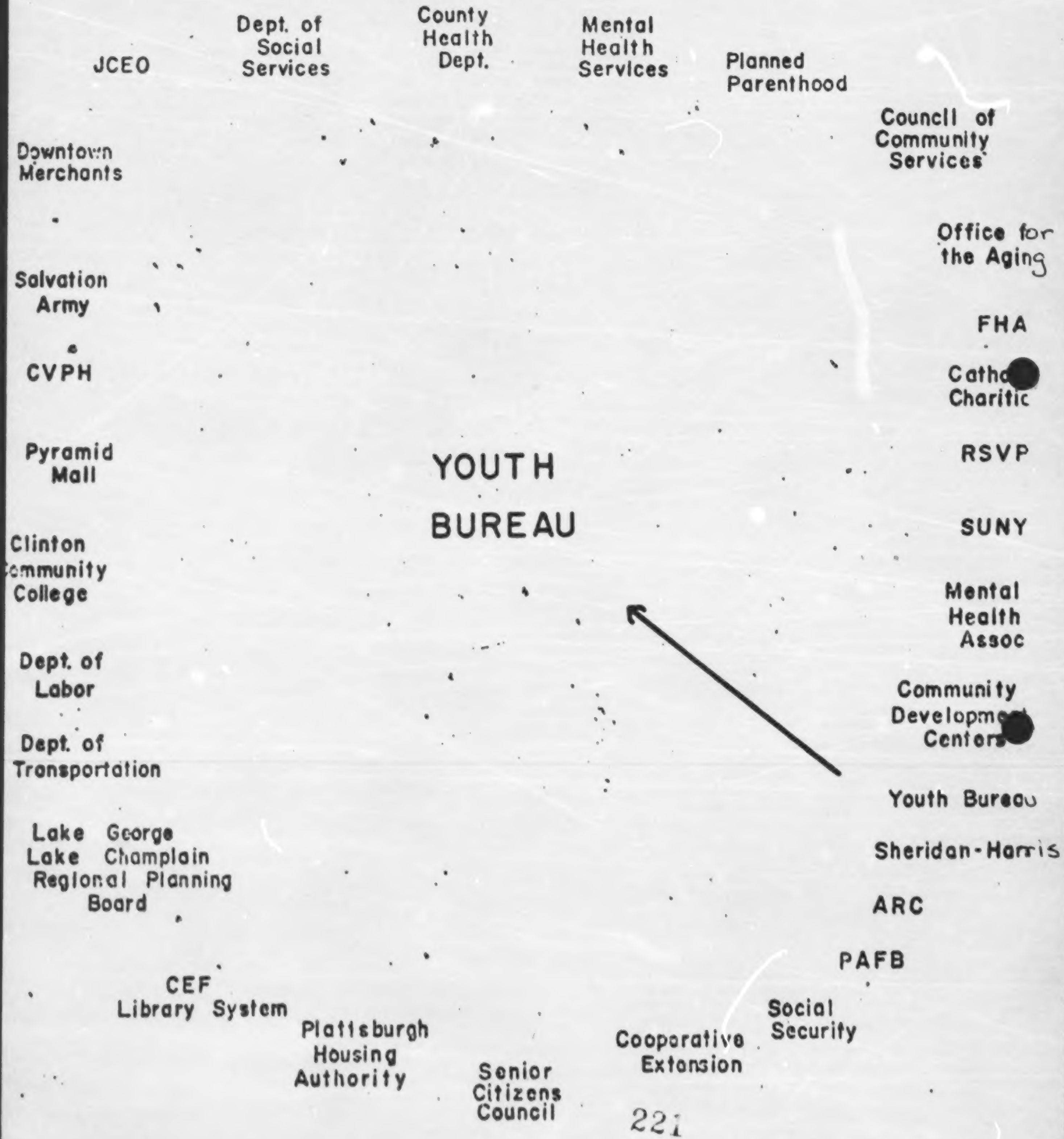
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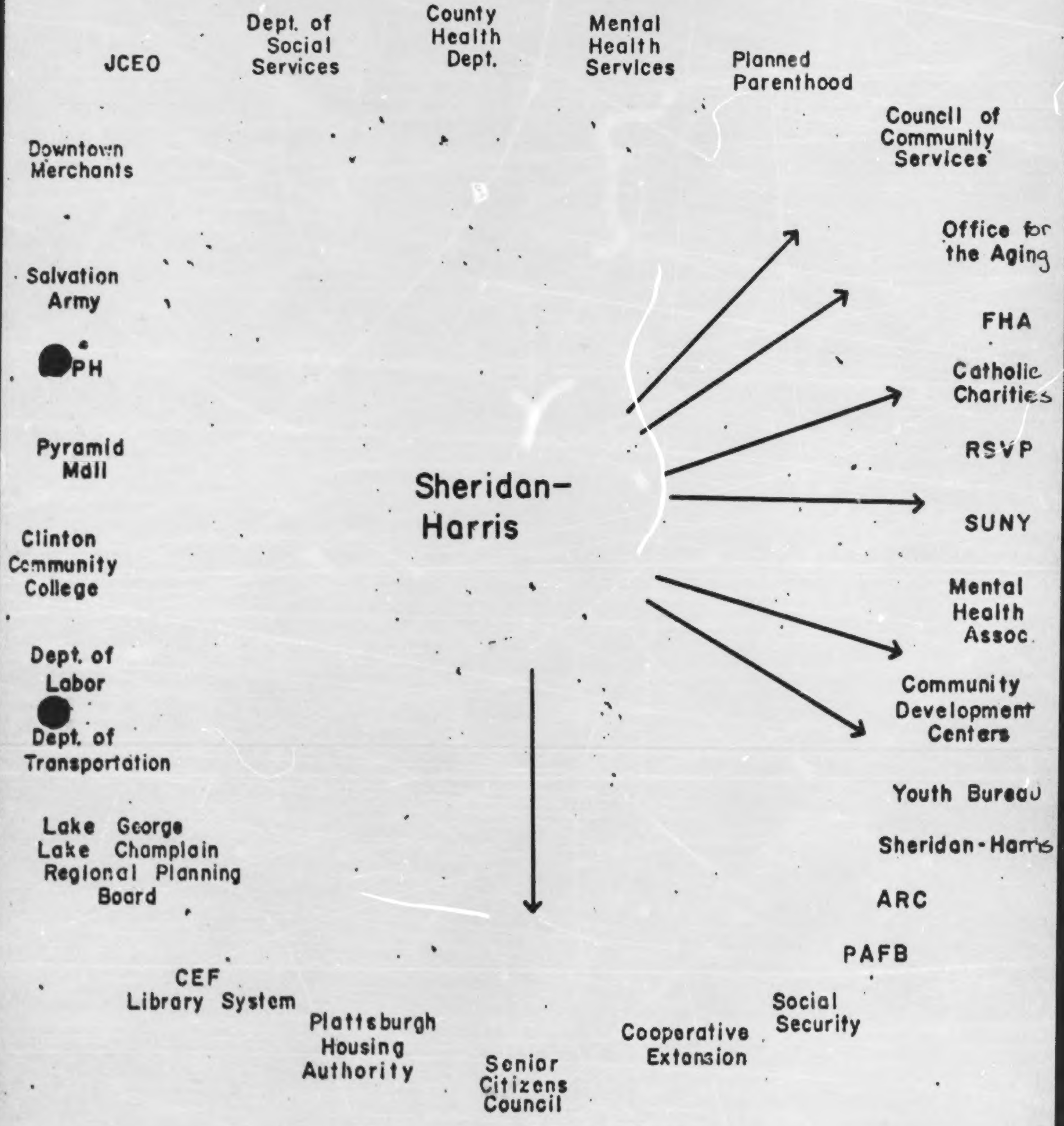
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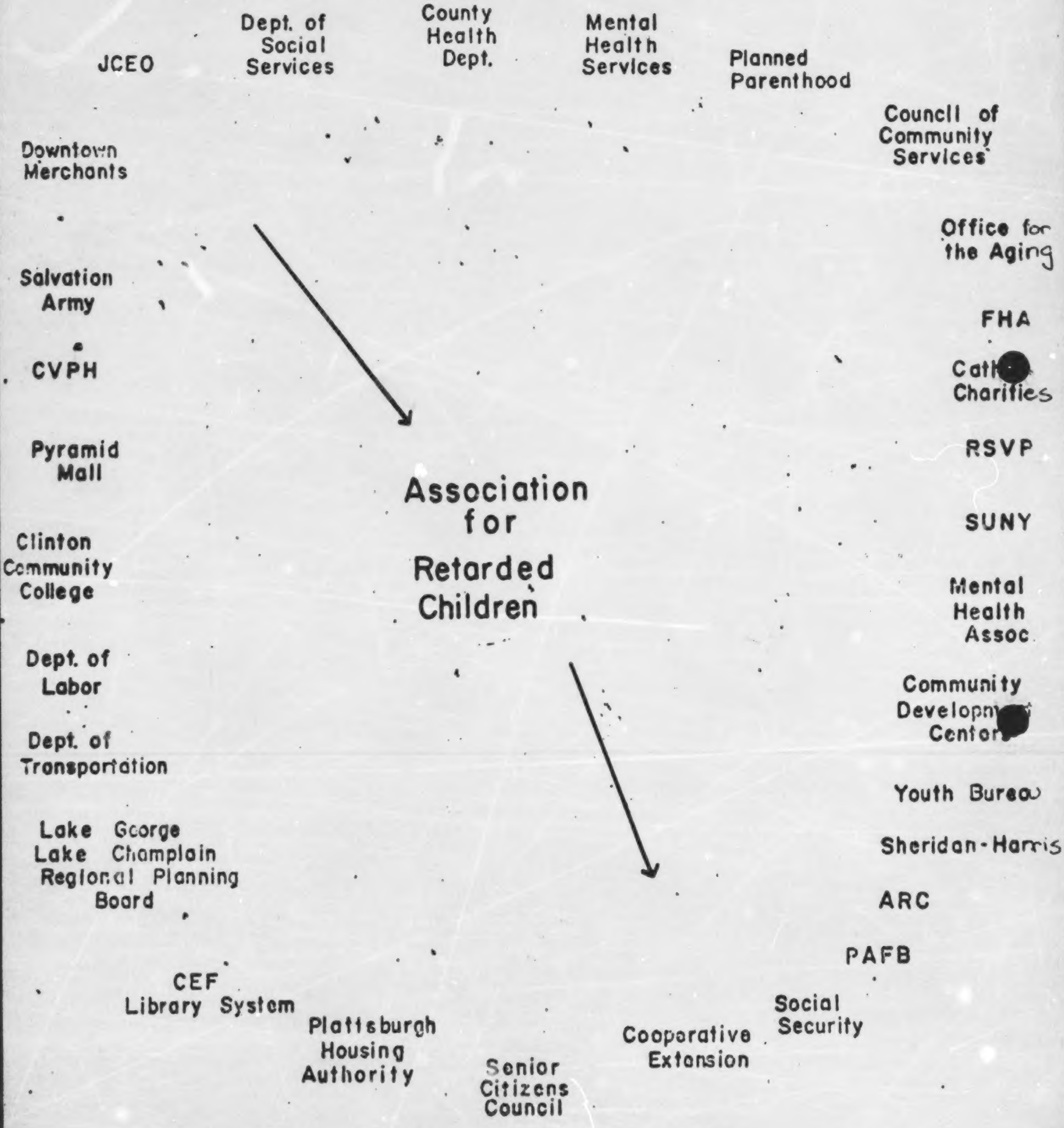
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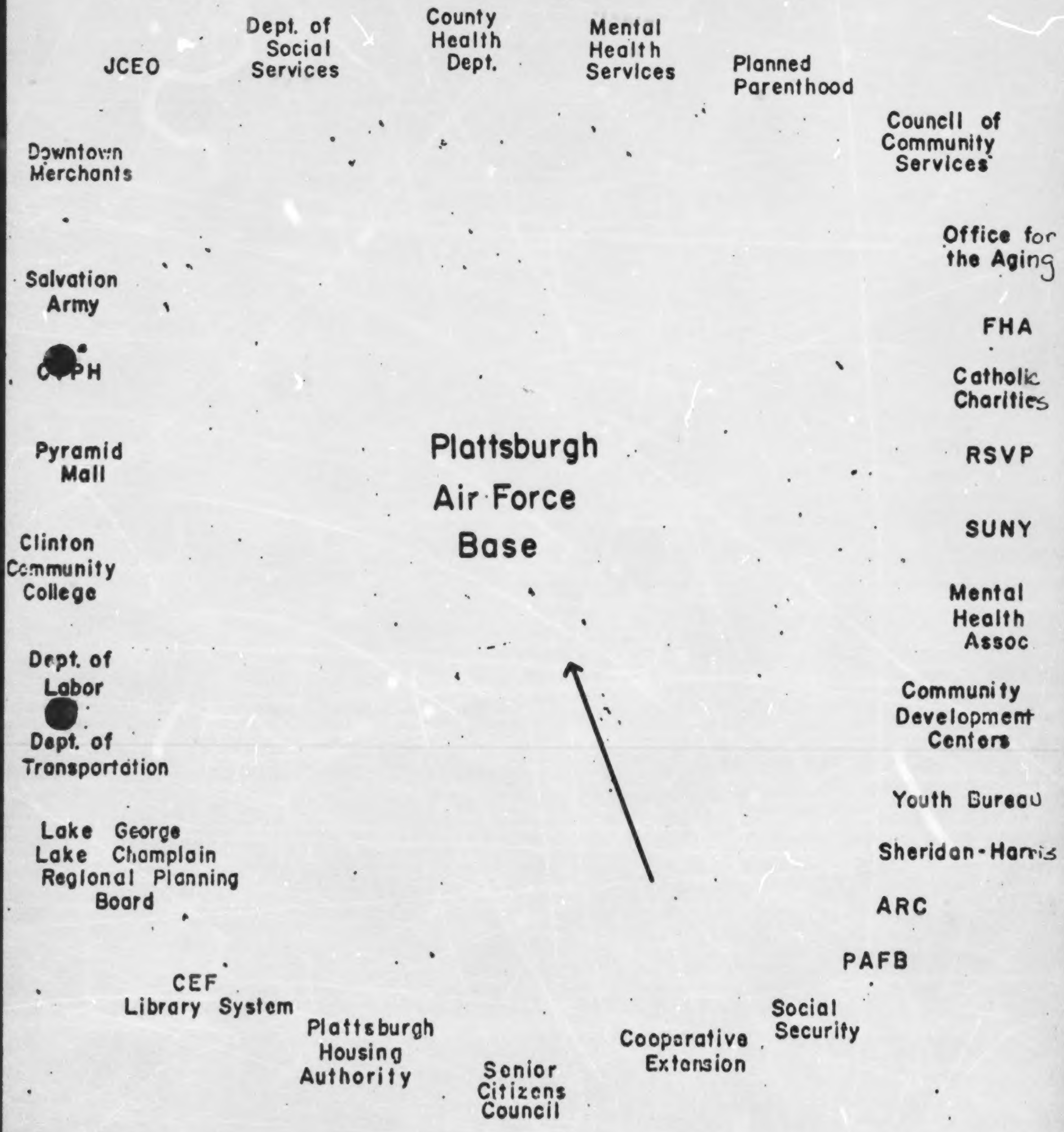
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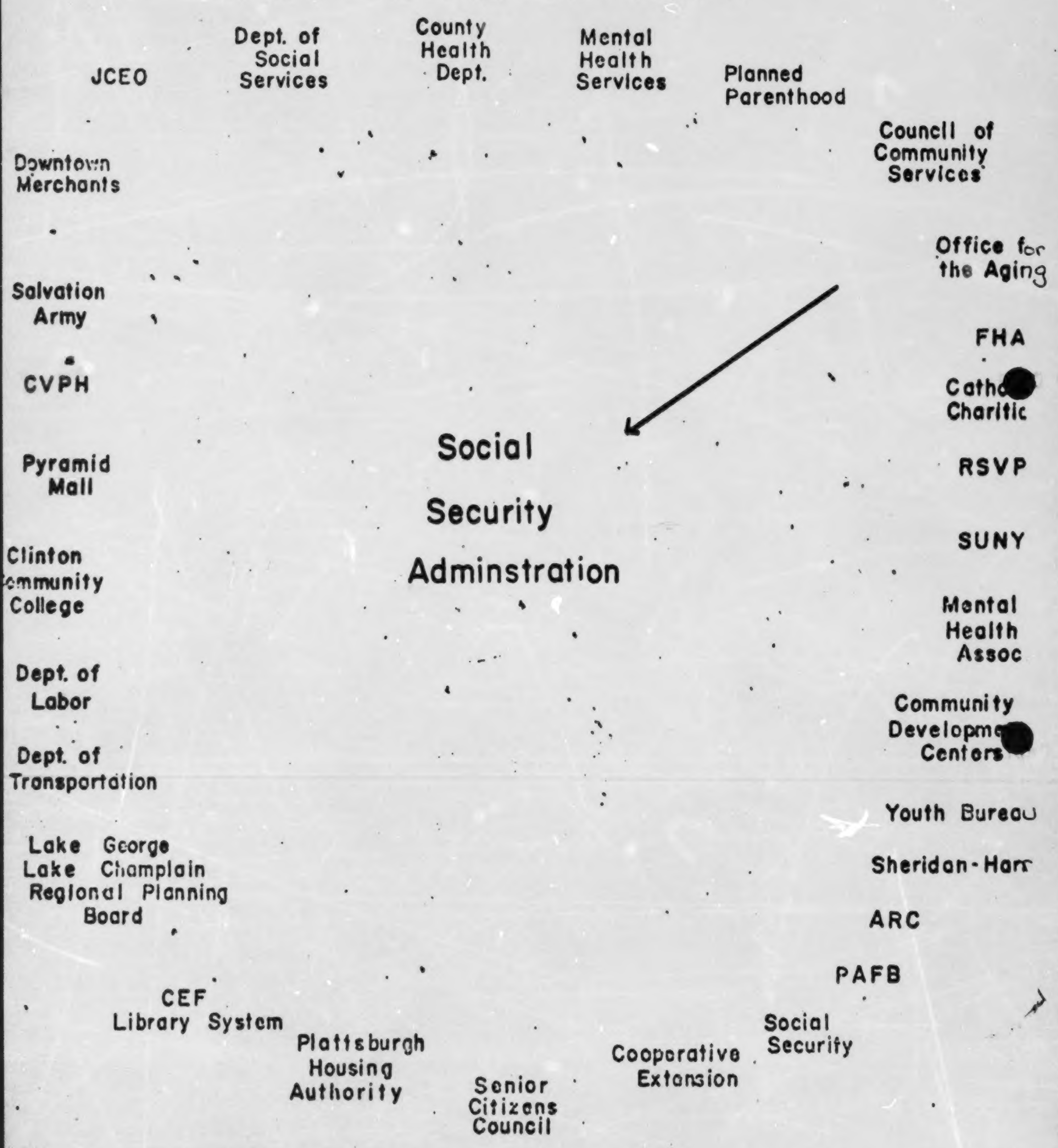

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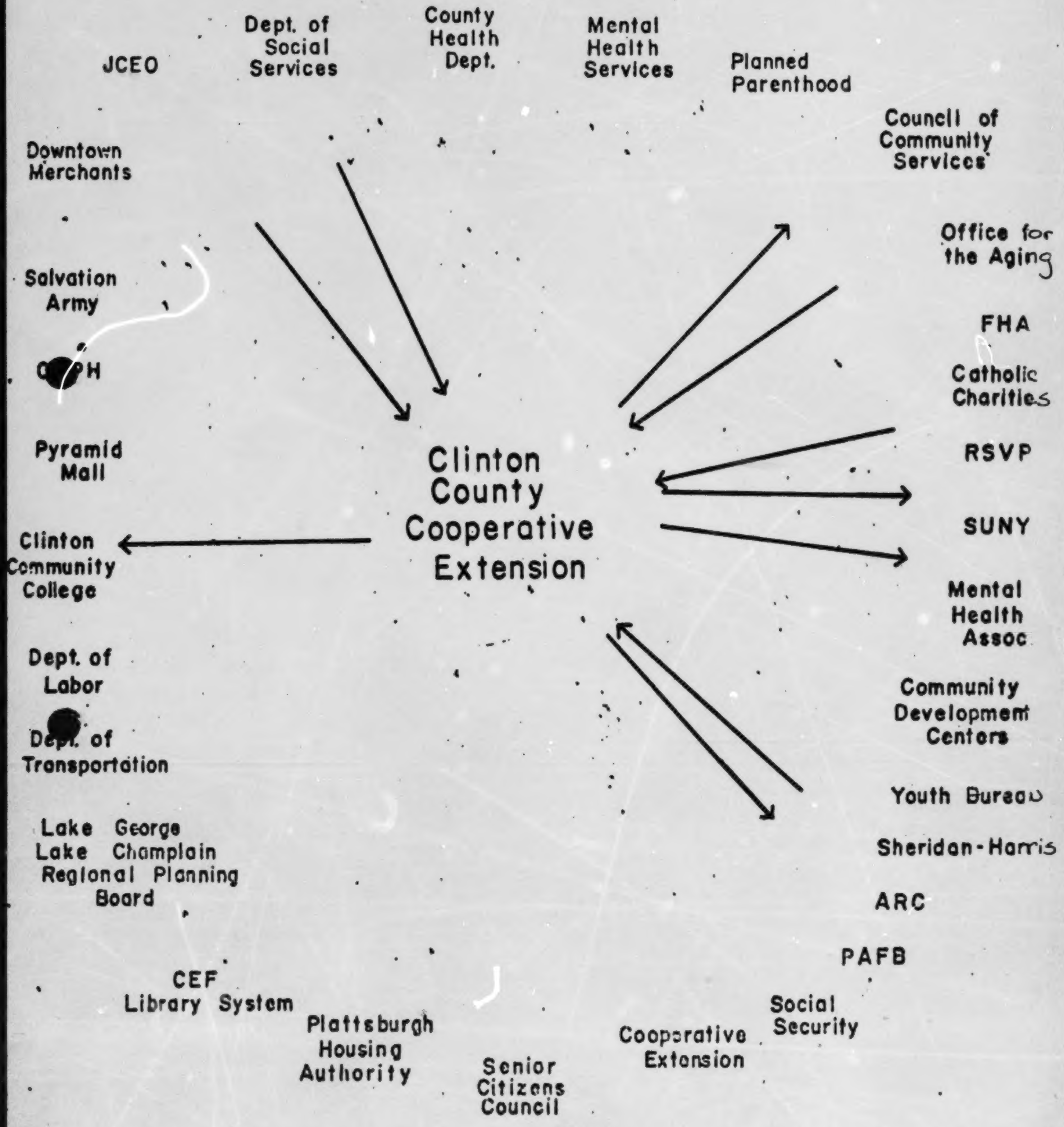
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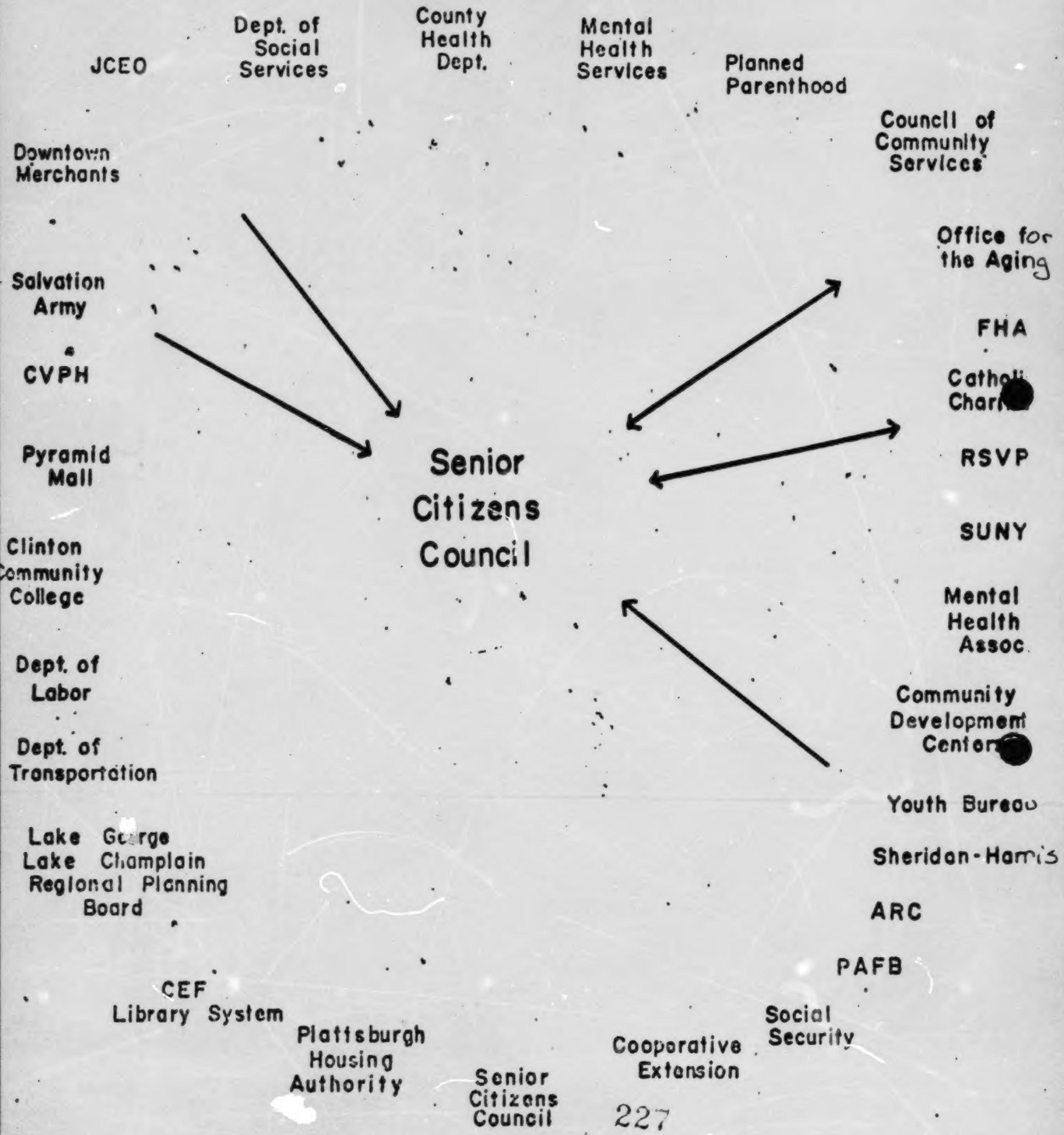
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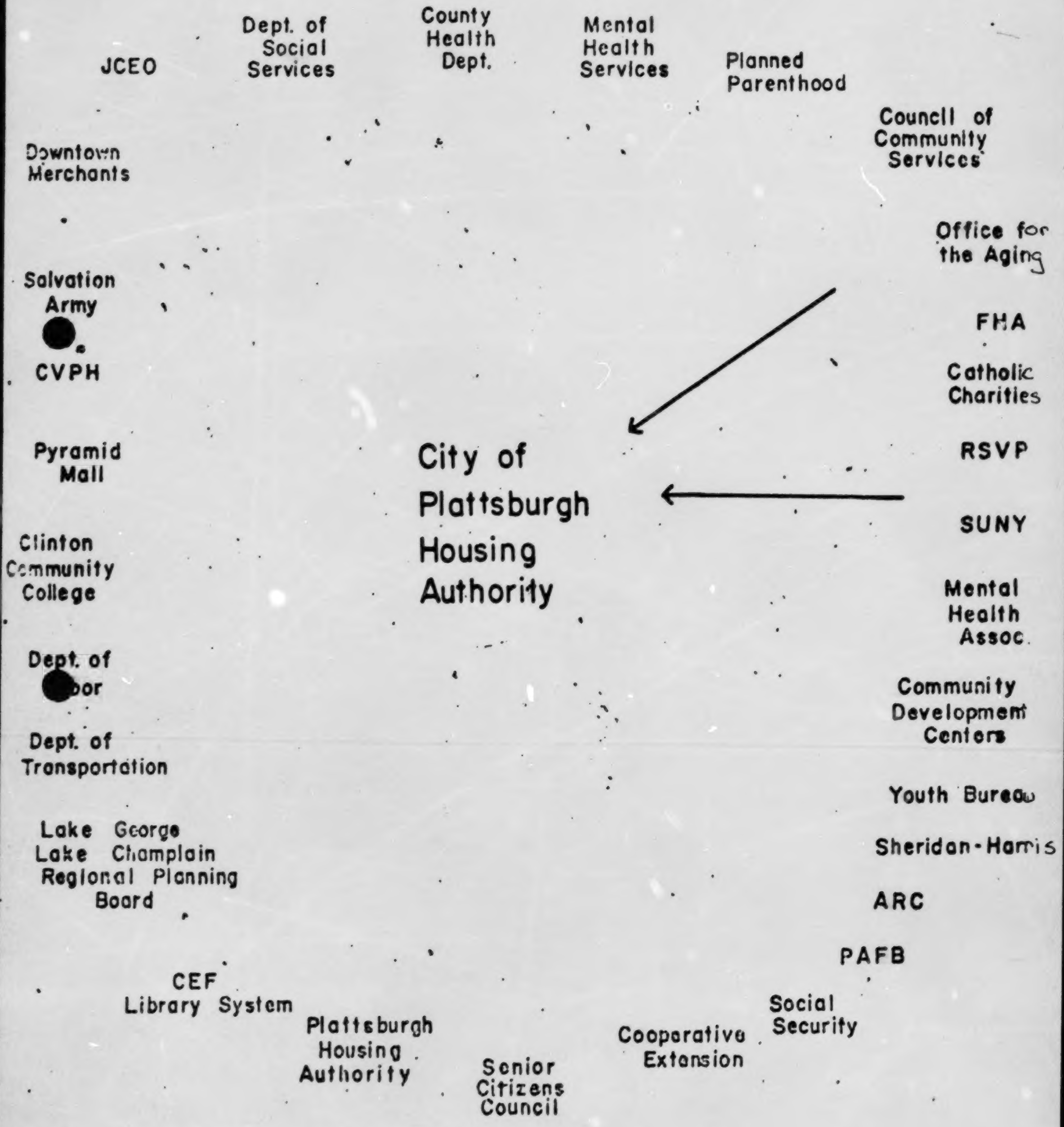
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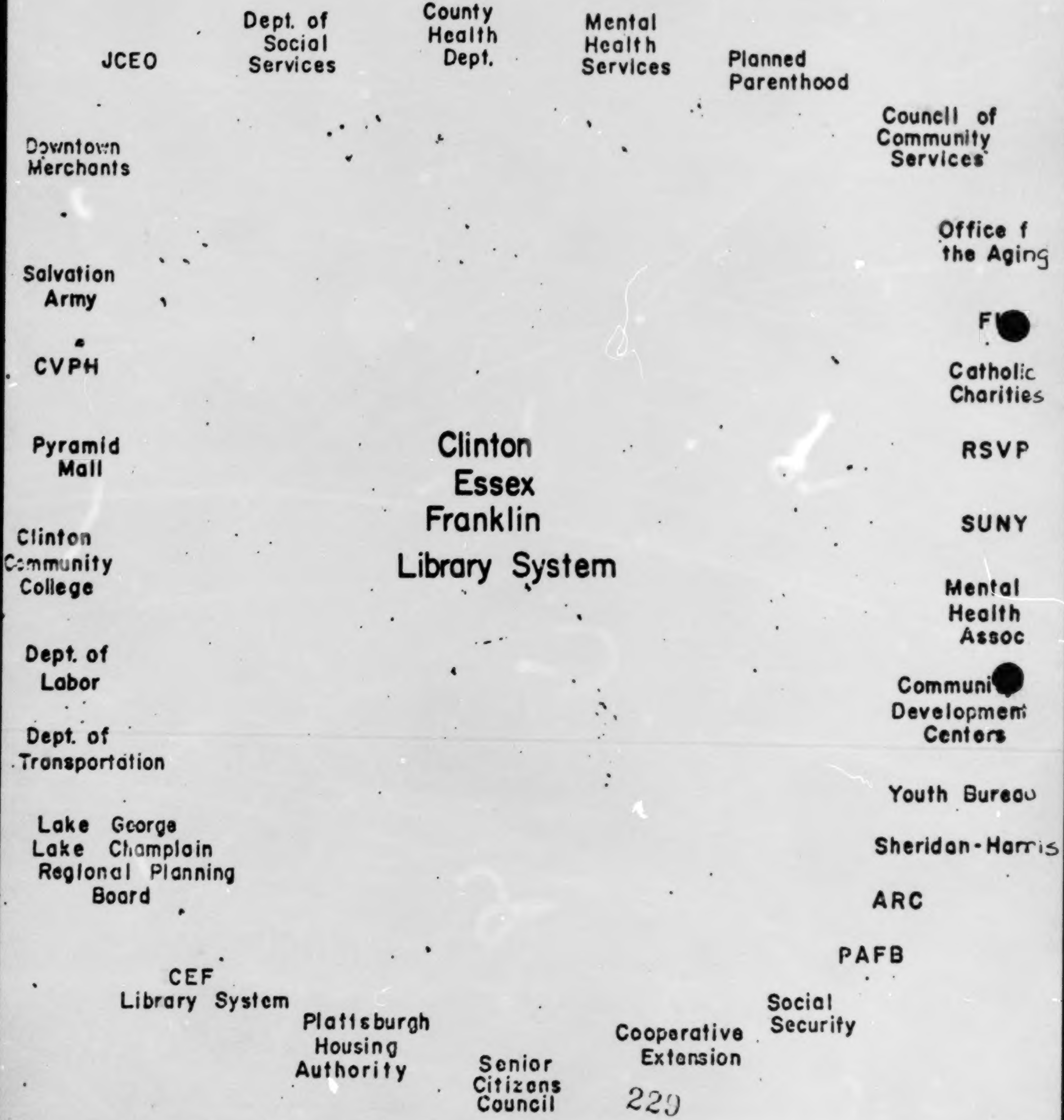
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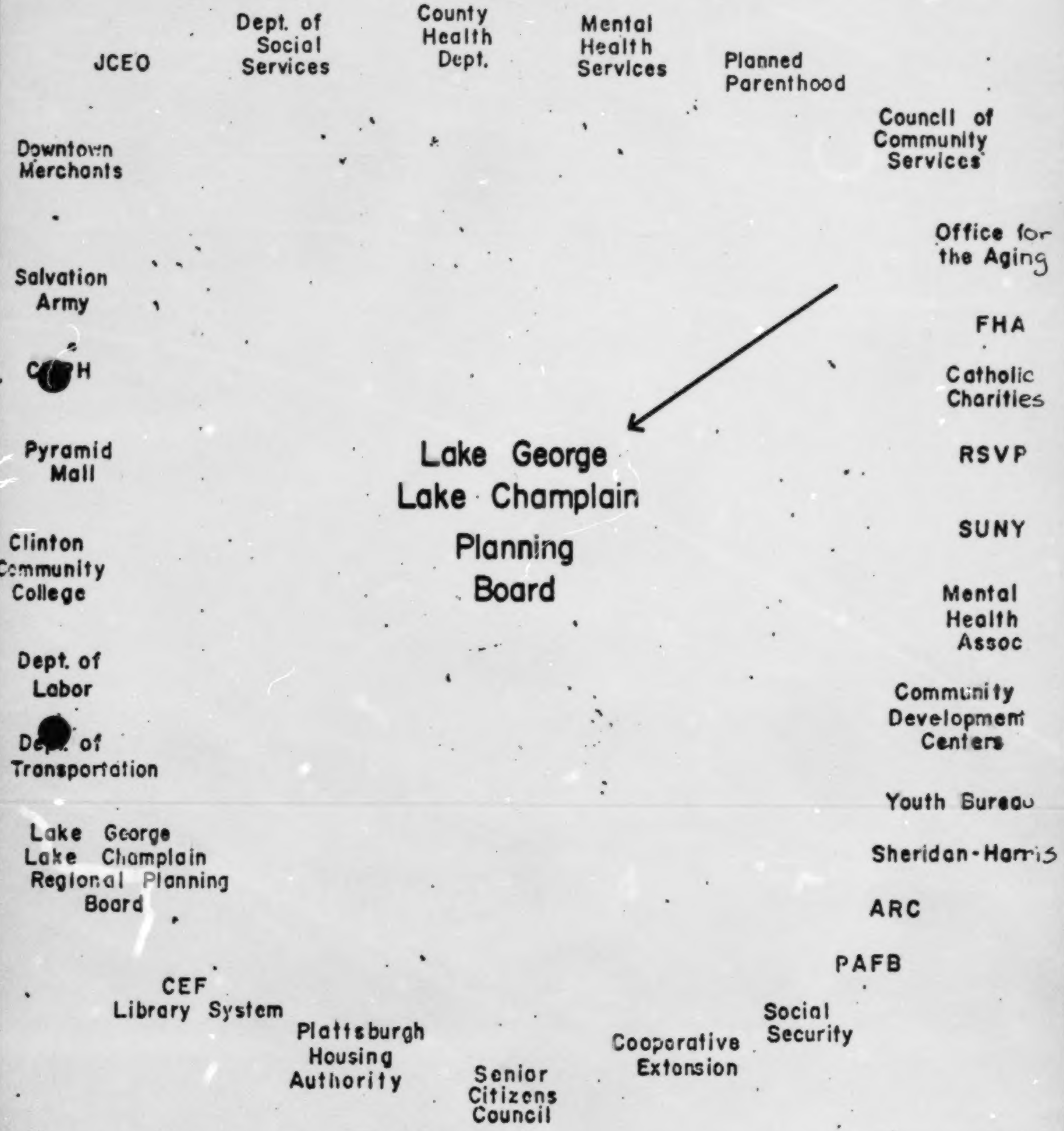
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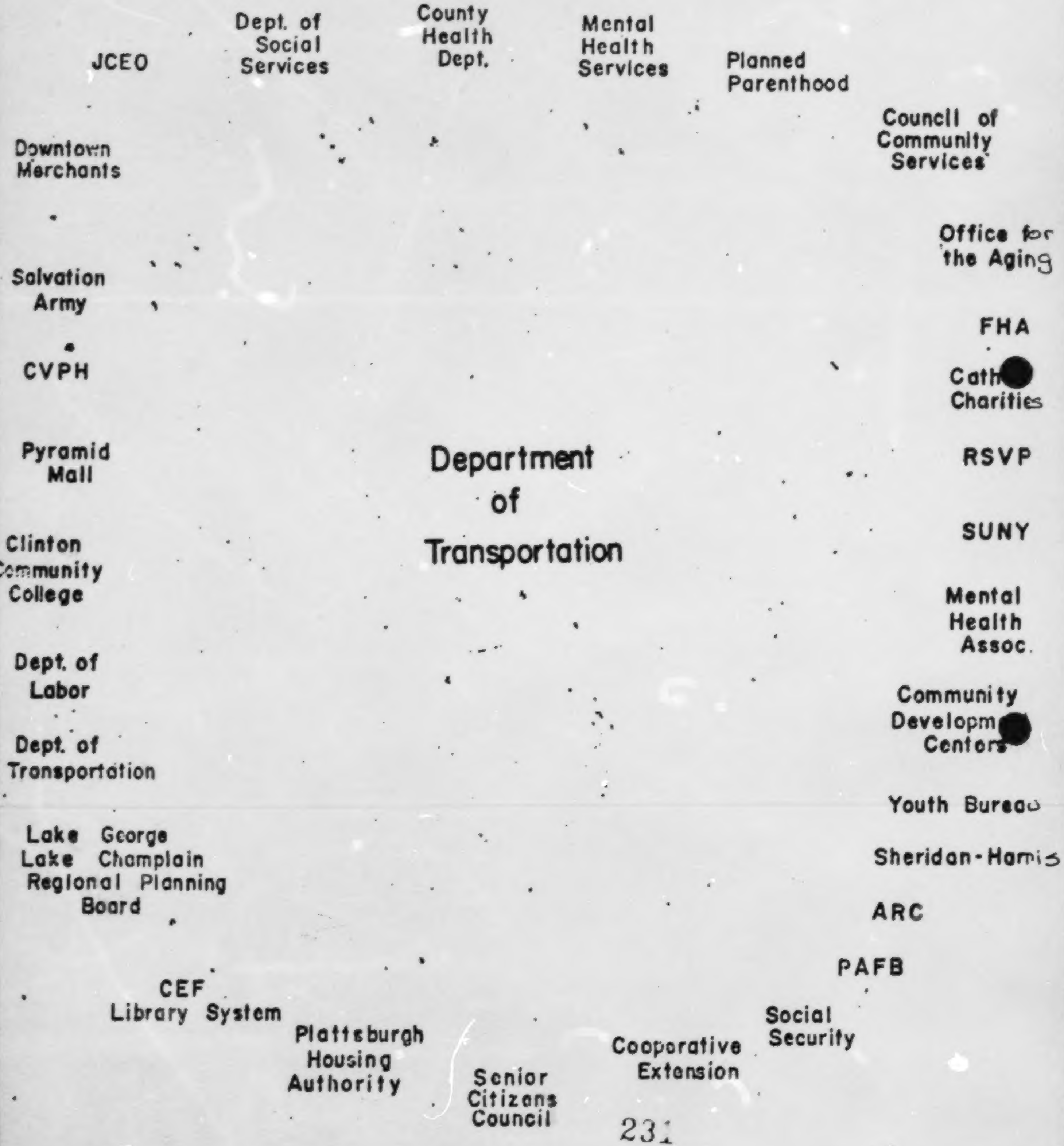
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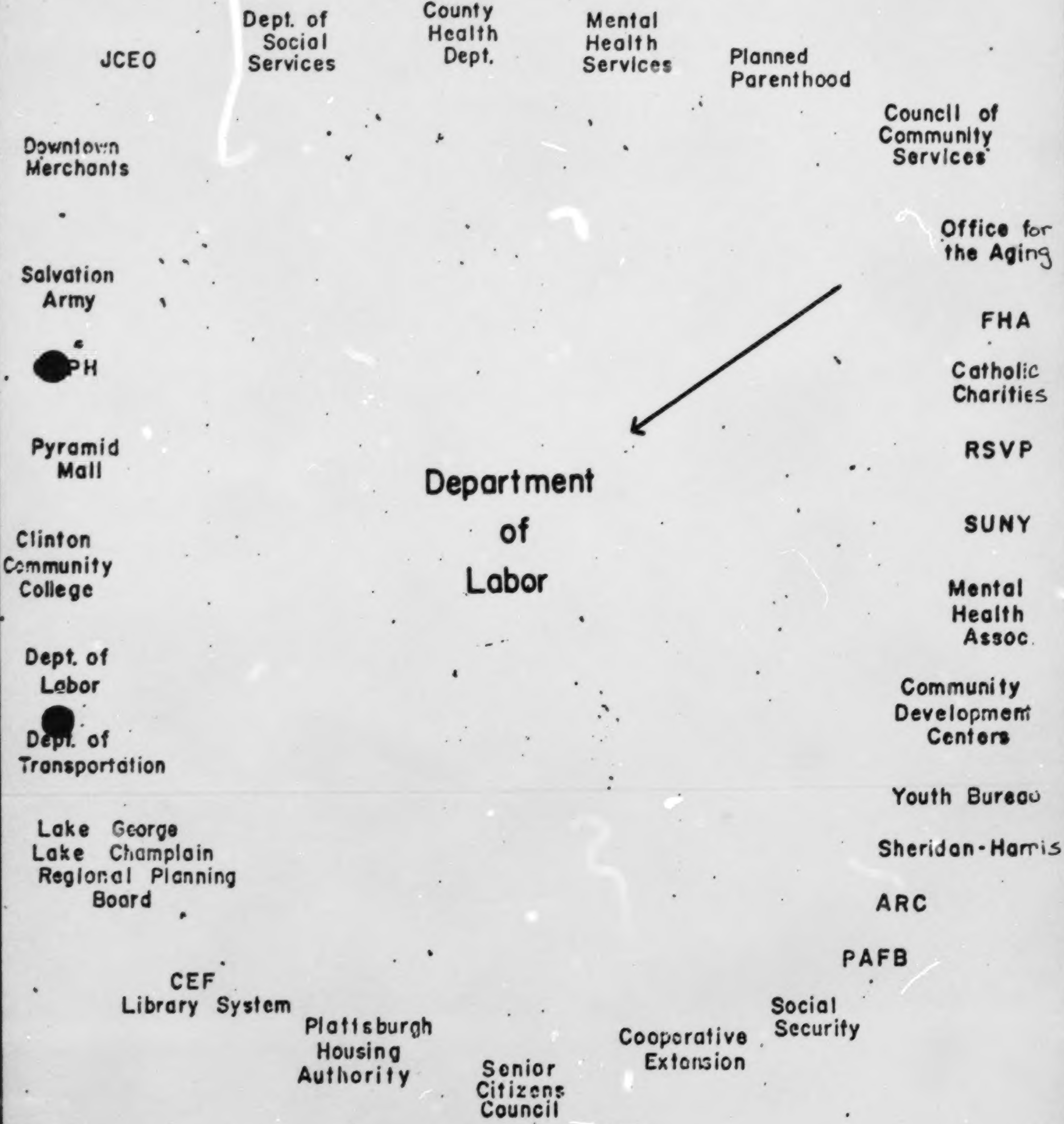
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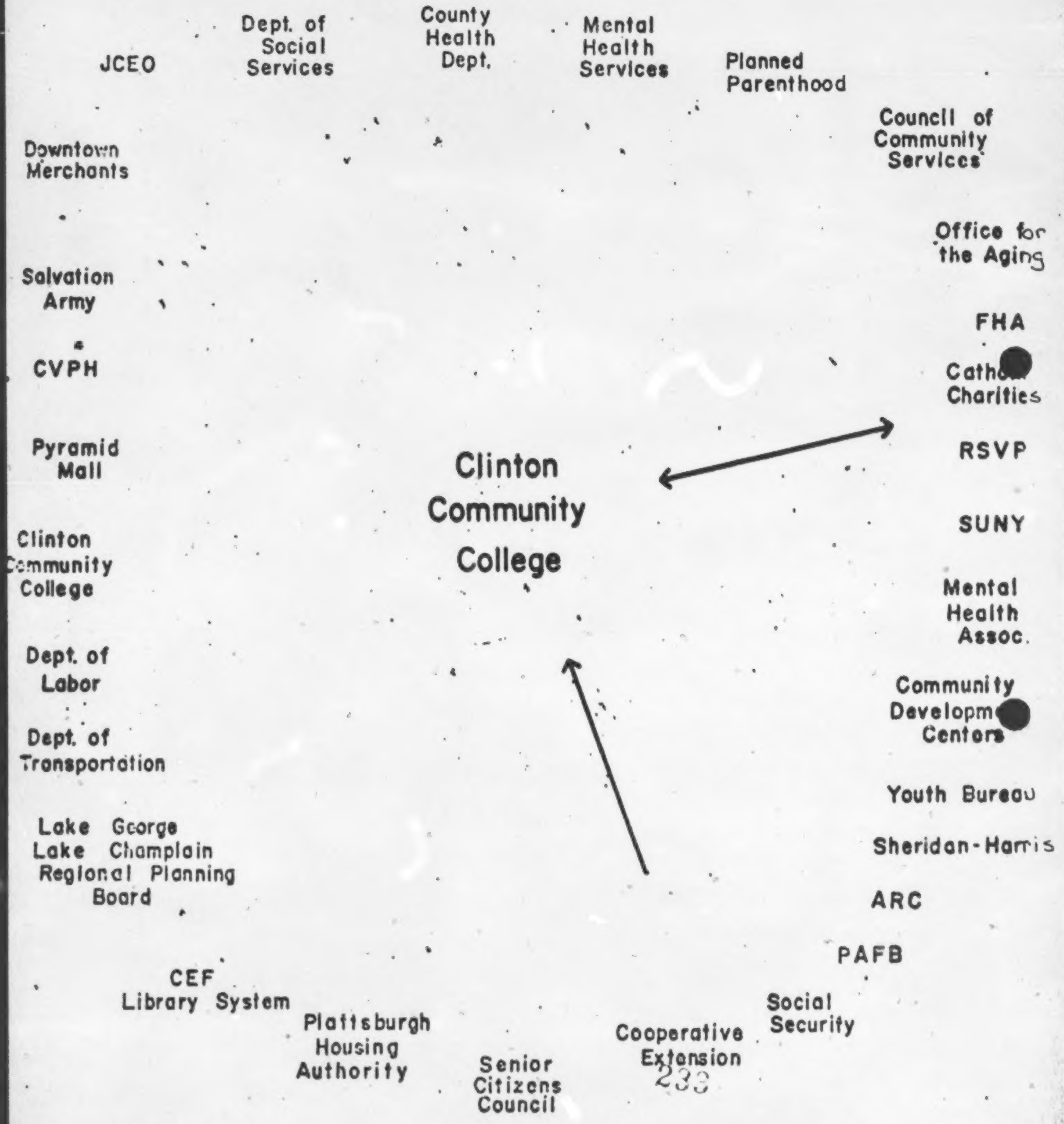
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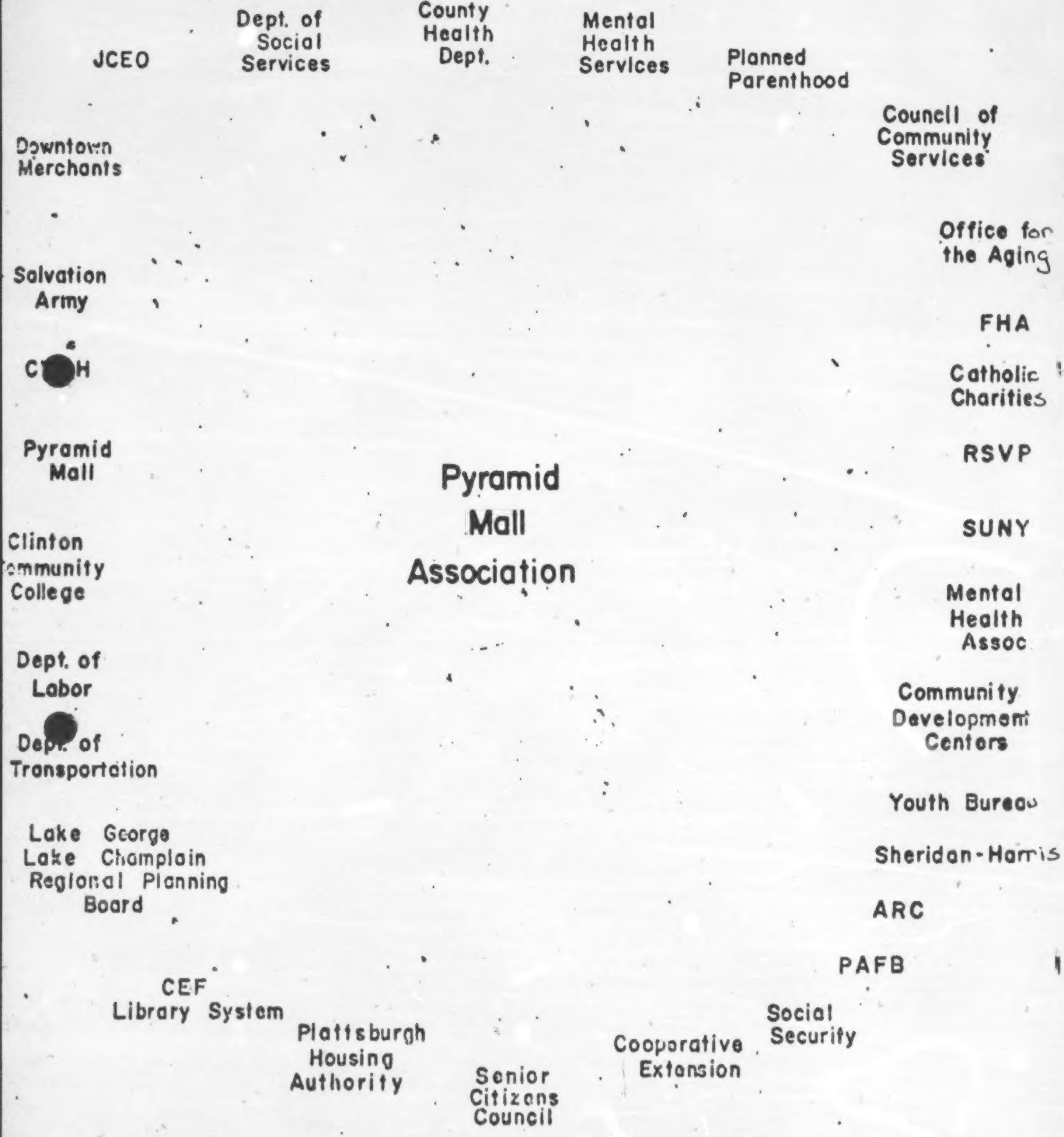
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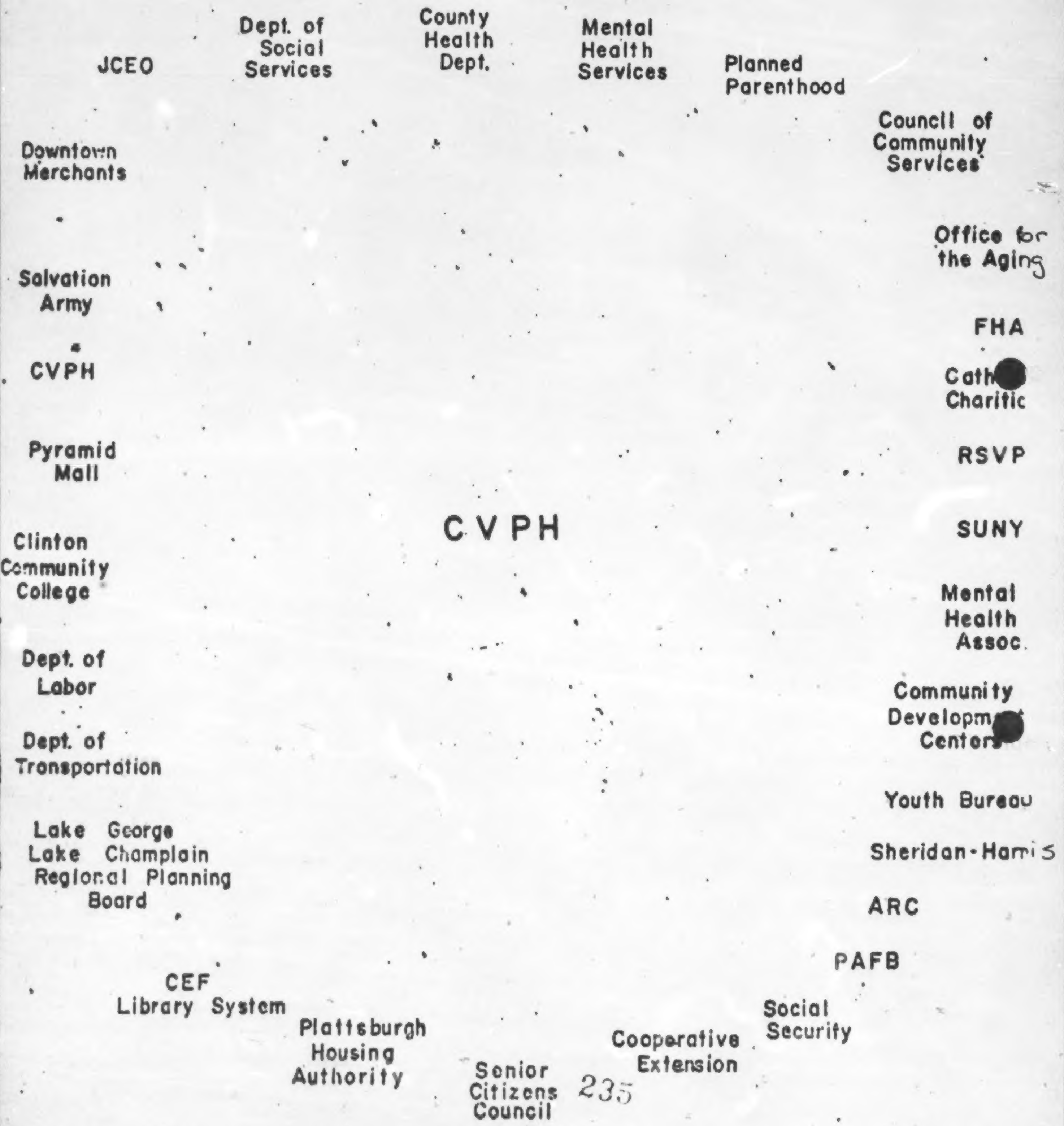
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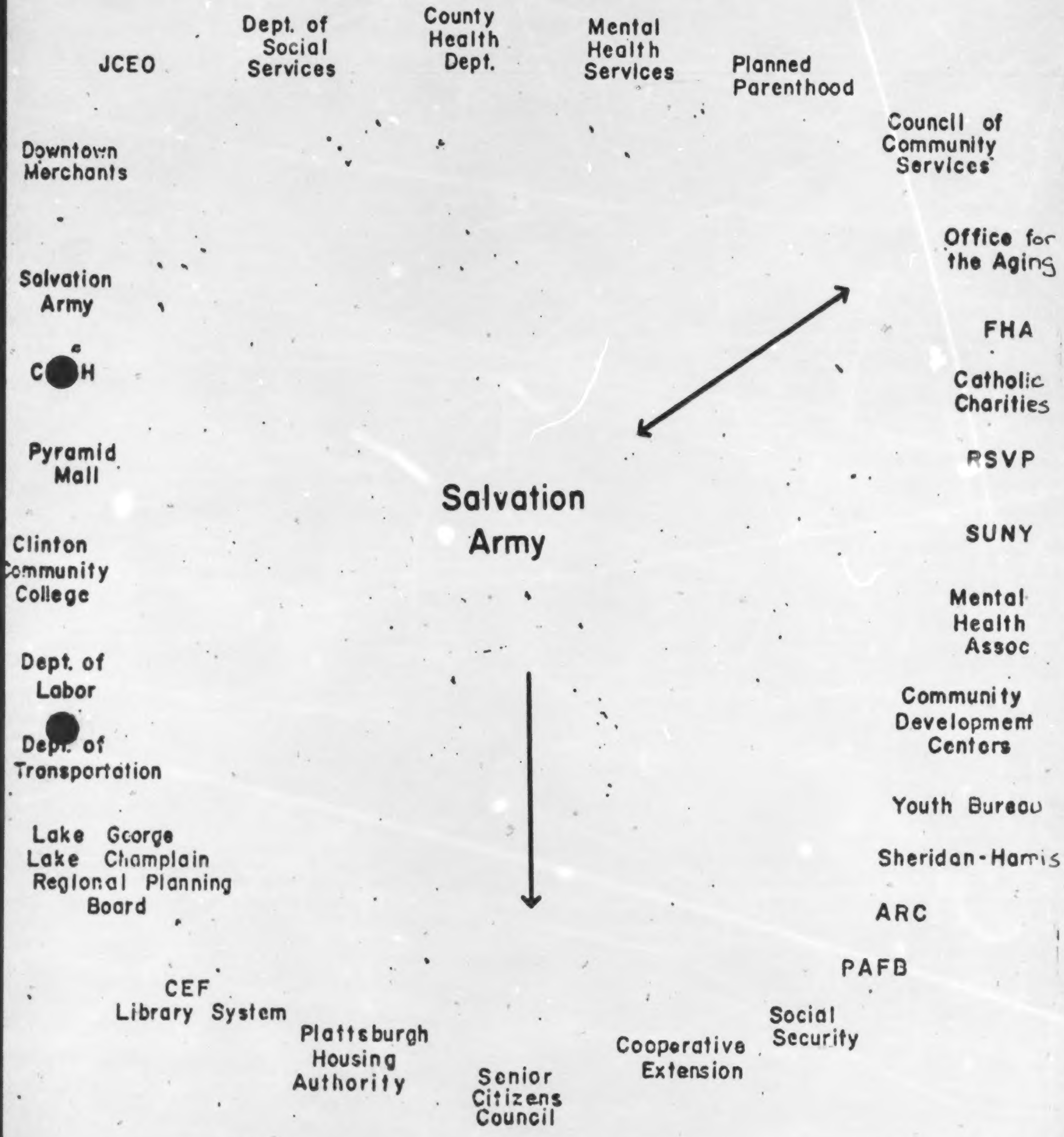
Council of Community Services
Downtown Merchants
Office for the Aging
Salvation Army
FHA
CVPH
Cath Charitic
Pyramid Mall
RSVP
CVPH
SUNY
Clinton Community College
Mental Health Assoc.
Dept. of Labor
Community Developm Centers
Dept. of Transportation
Youth Bureau
Lake George Lake Champlain Regional Planning Board
Sheridan-Harris
ARC
PAFB
CEF Library System
Social Security
Plattsburgh Housing Authority
Cooperative Extension
Senior Citizens Council

Center Agency Head Reports Overlapping Boards With Other Groups (↑). Other Agency Heads Report Overlapping Boards With Center Group (↓).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County Health Dept.
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Council of Community Services
Office for the Aging
FHA
Catholic Charities
RSVP
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Clinton Community College
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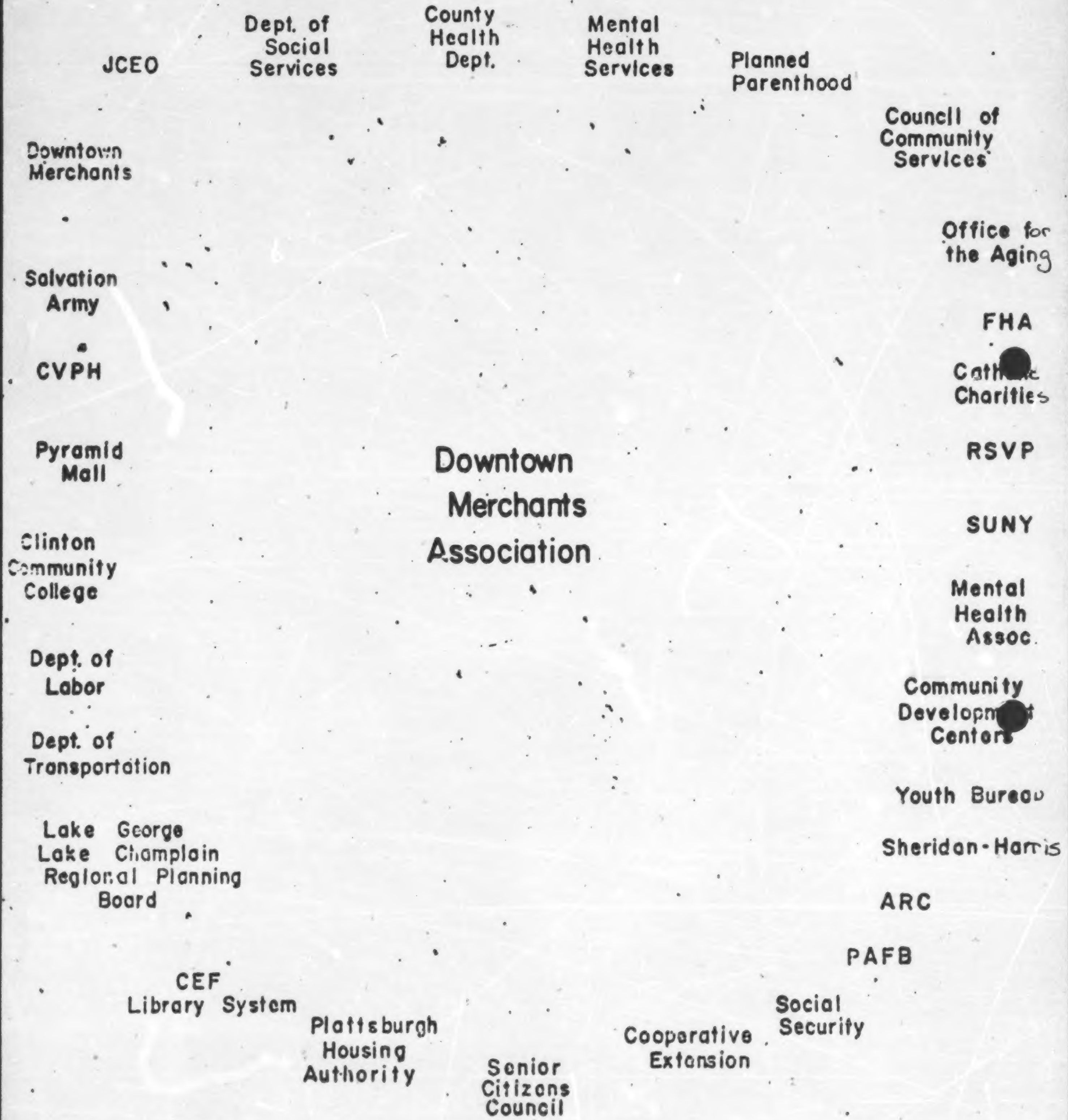
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Salvation Army
Downtown Merchants
Downtown Merchants Association

APPENDIX F

FALL 1978

INTERAGENCY INTERACTION PROJECT
DATA FEEDBACK ASSESSMENT FORM

1. What specific useful information did you get from this feedback session about local agency interaction and your agency/institution/group?

   (See enclosed)

2. What did you not learn, but feel would be important to know, in terms of local interagency interaction and your agency/institution/group?

   (See enclosed)

3. Which of the feedback materials did you find most helpful?
   a) 23 blue overlays
   b) 8 xerox charts
   c) 15 profile statistics
   d) 13 other: (see enclosed)

4. What other kinds of feedback techniques can you think of which might be helpful/useful for you in better understanding interagency interaction?

Did you or someone from your agency attend the June workshop at Valcour about agency interaction?

5. You:
   a) 11 Yes
   b) ____ No

6. Others from your agency:
   a) 13 Yes
   b) ____ No

7. What have you done differently or plan to do differently in your agency as a result of information gained from Valcour Workshop and/or this feedback session?

   (See enclosed)

8. Would you or someone from your agency attend another such group session (½ day in length) of people representing agencies/groups in this research sample to discuss further fundamentals of interagency interaction?
   a) 32 Yes
   b) 1 No
   c) 6 Maybe, depends on schedule/relevancy

INTERACENCY INTERACTION PROJECT

DATA FEEDBACK ASSESSMENT FORM

WHAT SPECIFIC USEFUL INFORMATION DID YOU GET FROM THIS FEEDBACK SESSION ABOUT LOCAL AGENCY INTERACTION AND YOUR AGENCY/INSTITUTION/GROUP?

- Interesting to see how our agency viewed by others. (12)
- Feedback corroborated role of agency. (3)
- There is cooperation among agencies. (2)
- That we are cooperative/important. (7)
- See need for more communication (education/public relations) about own agency. (11)
- Other:

All information helpful.

Importance of newspaper in Clinton County.

Research provides important planning tool.

More documentation needed on referrals.

Some agencies do not know who they are working with.

See own agency as changing in 1½ years since research was done.

See we have little contact with Youth Bureau.

Individuals within own institution need to know more about institution's relationship with community.

Interested in number of agencies available in this Community.

Interested in varied responses. Interaction seems to mean different things to different people.

Interesting to see that interaction is a product of structure - as well as commitment.

WHAT DID YOU NOT LEARN, BUT FEEL WOULD BE IMPORTANT TO KNOW, IN TERMS OF LOCAL INTERAGENCY INTERACTION AND YOUR AGENCY/INSTITUTION/GROUP?

More information about survey, interpretations, future research plans.

- How spokesman for agency was determined.
- Additional participants in research projects would be helpful.
- Would like objective summary of inferences drawn from data as presented.
- How this aspect changes over 3-5 years.
- Do the low interactors interact with each other or with a definable group?
- Why do agencies have low opinions of others' cooperative attitude?
- How many agencies interacted with all 28?
- Would like to know potential for increased interaction.
- Did some agencies feel there were response requests that didn't apply to them?

Increased communication/information/service.

- What areas and how agencies would like to see improved interaction
- How others think in terms of Health Dept. functions.
- Are there shy groups that feel need for more cooperation with us?
- Which specific groups felt we didn't interact?
- Do others know services we provide?
- Feel need to know more about other agencies, their goals. (2)
- Opinion leaders within groups and specific agency goals and objectives.
- Many area organizations get input from PSUC who are apparently unaware of this.
- Would like to know reactions of other agencies.
- Would like specific results of my agency -- help in evaluation of agency.
- How our department can be of more service within the scope of our mandate.
- People not aware of programs under our auspices.
- How to reach groups in public relations to explain our position in community.

Increased cooperative work.

- What is the need for agencies/groups to meet and discuss areas of need?
- Building consortium efforts.

Information and Resource and follow-up.

- What does all this say about coordination on behalf of client services?
- We know little about impact of our referrals. Is there a simple way to get feedback?
- If agencies refer people to us, are results satisfactory?
- What needs are there for feedback after interaction?

Duplication.

- How much duplication of effort exists? (3)

5

WHICH OF THE FEEDBACK MATERIALS DID YOU FIND MOST HELPFUL?

a)	blue overlays	23
b)	zerox charts	8
c)	profile statistics	15
d)	other (added comments below)	

- all - the feedback material was helpful. (2)
- all - it would suffer if any component left out.
- all were well done and interdependent for in-depth comprehension.
- methods of obtaining information
- personal contact with verbal presentation. (4)
- all plus follow-up explanation.
- well organized -- relates data clearly.
- all are excellent -- but blue overlays are easy to interpret.

WHAT OTHER KINDS OF FEEDBACK TECHNIQUES CAN YOU THINK OF WHICH MIGHT BE HELPFUL/USEFUL FOR YOU IN BETTER UNDERSTANDING INTER-AGENCY INTERACTION?

A) RESEARCH

- Would like to see my individual answers.
- Use another target group to compare research results.
- Comparison of supervisor and staff responses.
- Charts of area organization; list of agency board.
- Sufficient visual aids, etc.
- Analysis of over-lays.
- Information documented.
- What used -- excellent.

B) MEETINGS, OTHER CONTACTS

- Cocktail parties.
- Think this personal interview practical.
- Meeting of similar groups to explore where we can go from here.
- Individual and group conferences helpful. (5)
- This presentation to my board/staff.
- Attend more First Friday Forums.

C) NEW DIRECTIONS

- Newsletter published jointly or monthly compilation of agency efforts. (2)
- Clearing of information to prevent duplication.
- A statement of future planning by agencies.
- Specific communication problems identified by staff.

DID YOU OR SOMEONE FROM YOUR AGENCY ATTEND THE JUNE WORKSHOP AT VALCOUR ABOUT AGENCY INTERACTION?

5)___11___YOU, YES

6)___13___SOMEONE ELSE, YES

DID YOU OR SOMEONE FROM YOUR AGENCY ATTEND THE JUNE WORKSHOP AT VALCOUR ABOUT AGENCY INTERACTION?

ANSWERS: #5 - YOU, YES #6 - SOMEONE ELSE, YES

AGENCY	YOU, YES	SOMEONE ELSE, YES
Association of Retarded Children		X
Catholic Charities		X
Champlain Velley Physicians Hospital		
City of Plattsburgh Housing Authority		
Clinton Community College	X	X
Clinton County Cooperative Extension	X	X
Clinton County Youth Bureau		
Clinton, Essex, Franklin Library System		X
Community Development Centers	X	X
County Health Department		
County Mental Health Services		X
Council of Community Services	X	X
Department of Labor		
Department of Social Services	X	
Department of Transportation		
Downtown Merchants Association	X	
Farmers Home Administration		
Joint Council for Economic Opportunity		X
Mental Health Association	X	X
Office for the Aging		X
Planned Parenthood	X	
Pyramid Mall		
Retired Senior Volunteer Program	X	
Salvation Army		
Senior Citizens Council	X	X
Sheridan-Harris Corporation		
Social Security Administration	X	
State University of New York at Platts.		X

WOULD YOU OR SOMEONE FROM YOUR AGENCY ATTEND ANOTHER SUCH GROUP SESSION (½ day in length) OF PEOPLE REPRESENTING AGENCIES/GROUPS IN THIS RESEARCH SAMPLE TO DISCUSS FURTHER FUNDAMENTALS OF INTERAGENCY INTERACTION?

A)____32____YES

B)____1____NO

C)____6____MAYBE

WOULD YOU OR SOMEONE FROM YOUR AGENCY ATTEND ANOTHER SUCH GROUP SESSION (½ DAY IN LENGTH) OF PEOPLE REPRESENTING AGENCIES/GROUPS IN THIS RESEARCH SAMPLE TO DISCUSS FURTHER FUNDAMENTALS OF INTER-AGENCY INTERACTION?

YES

Mental Health Services
Downtown Merchants
Planned Parenthood (2)
C-E-F Library (3)
Catholic Charities
Office for the Aging
Mental Health Association
Community Dev. Centers (2)
J.C.E.O.
Salvation Army
S.C.C.C.C.
SUNY -(Garrant)
Platts. Housing Authority
A.R.C.
Public Health Department (2)
Social Service Department
R.S.V.P.
Clinton Community College (5)
Council of Community Services
Social Security Administration
Youth Bureau
Dept. of Transportation
Cooperative Extension

MAYBE

NYS Dept. of Labor
Farmers Home Admin.*
J.C.E.O.*
Plattsburgh Housing Auth.**
Public Health Department*
Pyramid Mall

NO

Harris Corporation

* depending on schedule
** depending on relevancy for agency

WHAT HAVE YOU DONE DIFFERENTLY OR PLAN TO DO DIFFERENTLY IN YOUR AGENCY AS A RESULT OF INFORMATION GAINED FROM VALCOUR WORKSHOP AND/OR THIS FEEDBACK SESSION?

MORE INTERNAL COMMUNICATION

- will discuss with staff.
- will share information with staff to sensitize us to valuable information we are receiving and collaborate it more effectively.
- would like to use materials with staff and Board for long-range planning. Would like to have access to visual/printed materials to use for Board and staff, state program coordinators, and staff program reviewers.

MORE EXTERNAL COMMUNICATION

- will make effort to improve communications re: referrals.
- will help in community communications.
- will continue to plan for more interagency cooperation, but with more assurance.
- will develop better public relation programs to acquaint people with our services. (3)
- more contact with other agencies.
- update and expand mailing list to cover more community agencies.
- look into those areas where Office for the Aging did not feel it was in close communication with agencies.
- institute newsletter.
- increase programatic understanding.
- more public relations while dealing with another agency. (2)
- possibly try to utilize our return referral sheet when one has been referred to an agency.
- possibly work with Youth Groups and PAFB.
- results - work on dissemination of information agency activities (education re: all activities and how services are obtainable).
- the Council has expressed its intention to work for full access to Rural Development research findings. It has undertaken a special project for 1979 which will move in that and related directions.

INTERNAL AND EXTERNAL COMMUNICATIONS

- we have examined interaction more closely as it occurs in a wider range of staff, believing more agency people should have opportunities to be involved with other agencies.

- plan to review communications with department heads -- then develop a department information program for the media and direct to the public.

OTHER: VERBAL COMMENTS MADE BY AGENCY REPRESENTATIVES AT TIME OF INDIVIDUAL AGENCY CONFERENCES.

Clinton-Essex-Library System:

Asked for and received copies of wheel diagrams not provided at time of conference.

Question: Are researchers planning to repeat survey to measure change? Director suggests repeat of survey every three to five years.

Catholic Charities:

Director sees agency as involved in all categories of activity. Survey feedback rarely received. It is appreciated.

Office for the Aging:

Regarding type of work mandated, could have responded to all categories.

Farmers Home Administration:

Agency has role in planning which was not reflected in survey report. Agency provides referral and follow-up contact with clients.

Mental Health Association:

Asked for and received copies of wheel diagrams.

Agency is private, non-profit agency, not public.

Agency is involved in all four categories of activity: community action, planning, outreach, education.

Director asks "What does interagency cooperation really mean in terms of the client?"

Director sees some inconsistencies in MHA responses which may be because of different responses to verbal and written interview.

Joint Council for Economic Opportunity:

Agency is private, non-profit, not public.

Agency sees need for constant work to remind people of range of services. Obviously some people do not readily identify Head Start and other programs as programs sponsored by Joint Council for Economic Opportunity.

Social Security Administration:

Director feels that if survey reflects agency directors' judgments about referrals and other activities, this is a limited response and not necessarily accurate.

With regard to shared activities, Social Security is involved with others as a result of providing workshops on Social Security programs.

Any agency receiving Federal funds is limited in contacts with others regarding clients whose privacy must be protected.

Youth Bureau:

Director thought it would be interesting to assess the importance of the personality heading each agency. For example, responses to the Office for the Aging appear to reflect strong, positive reactions to that agency's director as well as the agency's actual involvements.

Direct felt that his profile would have been quite different had it been created by his peer group. He works with different levels of government--county, town and village, as well as with private groups dealing directly with youth.

He felt many people do not recognize Youth Bureau programs as such. For example, the Big Buddy/Big Sister program is seen as a separate entity from the Youth Bureau.

Mental Health Services:

Director requested and received copies of the wheel diagrams.

He believes Mental Health Services (not the Mental Health Association) should appear in the diagram showing relationship to social services/aging programs.

Director felt that information on referrals and information sharing were generally correct; however, he felt he should have shown the Association for Retarded Children as the recipient of referrals from Mental Health Services.

Director wishes to receive final report prepared for this research project.

Clinton Community College:

The term "SUNY" refers to Plattsburgh State University College and Clinton Community College. It is hoped that no confusion exists about schools referred to in this research project.

Cont.

Clinton Community College - Cont.

It would be interesting to break out information provided by agency peers, eliminating non-peers. Would also like to raise additional questions with peers as to how additional collaboration could occur.

Cooperative Extension:

Coordinator very enthused about results. Sees opportunity for extensive use of information. It would provide important feedback for staff, Board members, State Program Coordinators, and State Program Evaluators. The coordinator asks "Can additional presentations be arranged?"

Salvation Army:

The role of the agency and its director have changed substantially since interviews occurred one and one-half years ago. Many additional linkages have been created.

Director sees the Salvation Army as involved in community development, planning, education, and outreach.

Director expressed disappointment that Army's efforts to secure funding from County and City for transitional housing project has not been successful. Wondered if solution might be to create coalition of agency representatives and concerned citizens to work for project.*

Harris Corporation:

Organization now known as Harris Corporation, not Sheridan Harris.

Participation in survey occurred prior to organization's involvement in senior citizen housing and youth activities. Consequently, organization not readily identified by county service agencies.

Harris Corporation maintains a low profile in regard to community work. Sees self as working on projects which benefit employees and their families.

SUNY (Plattsburgh State University College):

With regard to information sharing transparency, felt more arrows should be shown going out from college (CV-PH Medical Center and Clinton Community College especially).

Head of College Relations is interested in knowing how much money is spent on salaries as compared with direct services.

Are researchers willing to make presentations to College President's Executive Committee and the County Legislators?

*Since conference, general meeting has been called and coalition is in process of development.

Senior Citizens Council:

Director wondered at some of her responses. For example, she sees the agency's primary role as educational with lesser involvement in outreach, community development and planning.

She questioned contact with her agency by the Salvation Army. Her contact is limited to referrals to the nutrition program housed at the Army but sponsored by the Office for the Aging.

Housing Authority:

Contrary to the picture presented in the survey, the Housing Authority is in the business of working with people and makes and receives referrals.

The Housing Authority does not limit itself solely to managing space. It makes an effort to bring services and programs to various housing sites.

Several years ago, the Housing Authority invited representatives of groups providing services to individuals in Housing Authority facilities to meet monthly for the purposes of sharing information and planning. At the end of this research conference, the Housing Authority representatives indicated their belief that it would be helpful to resume such monthly meetings.

CV-PH Medical Center:

The Medical Center must work with 164 regulating agencies. That involvement and patient care are seen as primary objectives. There is little time for broad interation with the community.

The Director would like to know what people need, as well as who indicates a wish for greater contact with mental and physical health agencies.

He would like to see (and was subsequently given) the researcher's data relating to needs perceived by rural people.

He would like to know how the hospital can better deliver health services. He would like to see the hospital do more in the field of well care.

The Director reports that the length of hospital stay in Clinton County tends to be longer than elsewhere in the state because of lack of transportation available to people after they leave the hospital.

Cont.

CV-PH Medical Center - Cont.

As a rule, the hospital tends to work directly with individuals, rather than agencies, in an effort to avoid time-consuming and sometimes unproductive involvements.

Association for Retarded Children:

The agency is incorporated as a private, non-profit agency.

The primary sources of referrals are public schools and the Division of Vocational Rehabilitation. Neither group was represented in the survey.

In the future, a more specific approach might be helpful. For example, the Association for Retarded Children has need for technical information and resources such as computer time, help with setting up contracts, and public relations.

A focused look at the agency, or services provided by similar agencies, might be very helpful.

Public Health:

Public Health has an open-ended mandate. Public Health provides a doctor, dentist, and supervision of homemaker assignments for Social Services. The agency should have indicated its involvement in education and outreach. The Director sees the agency as having broad service responsibilities.

There was some confusion about why some items were answered the way they were. For example, the Director believes there are more board linkages than reported.

On the basis of the research report, the Director believes the agency needs to work at insuring that the public realizes certain programs are Health Department programs.

He also sees the need for increased media use to talk about health issues, health concerns, and Health Department services.

Pyramid Mall:

The Mall should add "community activities" to its list of involvments.

The Mall's Businessmen's Association is distinct from Mall management. The Mall coordinator interviewed in this research project represents the Businessmen's Association She concerns herself with advertising, public relations, and community involvement in the Mall. Mall management addresses issues such as traffic, transportation, lot management.

Department of Transportation:

The Director indicated his belief that the Department of Transportation did not "fit" the situations evaluated in the current research project.

The Department is primarily involved with road maintenance. At times, the Director works with Civil Defense and the Olympic Planning Committee regarding road use. Groups such as the Technical Assistance Center seek information from the Department of Transportation.

Involvements with agencies are discretionary. The local office is a field office and is not staffed by specialists available out of the regional office. For example, a regional specialist would be sent to the area to work with a local group looking for solutions to Clinton County's transportation problems.

The local Director is interested in the transportation issue, however, and would like to be kept informed of work undertaken in that area. His personal view is that public transporation cannot succeed unless it is self-supporting.